THE RED CROSS IN IOWA

BY

EARL S. FULLBROOK

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THE RED CROSS IN IOWA

CHRONICLES OF THE WORLD WAR
EDITED BY BENJAMIN F. SHAMBAUGH

THE RED CROSS IN IOWA

BY

EARL S. FULLBROOK

IN TWO VOLUMES

VOL. I

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EDITOR'S INTRODUCTION

To preserve substantial uniformity in the books which appear in the series of *Iowa Chronicles of the World War,* the history of *The Red Cross in Iowa* by Mr. Fullbrook is published in two volumes — although the contents of the two books present an unbroken account of the Red Cross in Iowa during the World War.

Each volume is paged separately; but the chapters are numbered consecutively through the entire work, as are also the notes and references. At the end of each volume the notes and references follow the text to which they relate. A complete table of contents and a consolidated index, as well

as this editor's introduction, appear in each volume. The author's preface is found in the first volume only.

BENJ. F. SHAMBAUGH

OFFICE OF THE SUPERINTENDENT AND EDITOR
THE STATE HISTORICAL SOCIETY OF IOWA
IOWA CITY IOWA

AUTHOR'S PREFACE

Large numbers of the people in the United States helped to carry out the Red Cross program during the World War: many persons were members of the organization; many contributed funds; and many engaged in various Red Cross activities. It would seem, therefore, that there would be considerable interest in a record of what the Red Cross did in different communities and what the communities did for the Red Cross, how the local activities coördinated with the general Red Cross program, and what became of the large amount of supplies and funds that were contributed.

In the pages that follow an effort has been made to record the Red Cross activities in which the people of Iowa participated or for which they contributed. A complete account of all such activities and contributions has not been attempted. The author's purpose has been to give only a general idea of the part

Iowa took in carrying through the Red Cross movement in relation to the World War. To accomplish this purpose it was found desirable to draw upon the experiences of a large number of local communities for illustrative material. Nor are the experiences cited and materials used the only instances of the kind, or illustrative of the greatest accomplishments: on the contrary, they were chosen because they were representative of what took place in many different parts of the State.

Many difficulties are encountered in attempting to record events so soon after their occurrence: indeed, some historians might think it unwise to make the effort. To the author, however, the task has seemed to be quite worth while. It is only from those who participated in and were responsible for the success of the movement that one can catch the real spirit that dominated the Red Cross activities. To these same persons one must also turn for many facts that are necessary to make the record complete.

An earlier study, made by the present author, of the accomplishments of the Sanitary Commission during the Civil War justifies the

opinion that a great many of the activities of the Red Cross in the World War were undertaken by the Sanitary Commission in the earlier conflict. Only meager information concerning what was then done was preserved when the results were fresh in the minds of the participants. Hence the Red Cross had to work out many of the problems anew. For that reason such a study as is contained in the following pages may be of special value sometime in the future.

A variety of sources have been drawn upon in the preparation of the present volumes. Important among these were the publications of the American Red Cross, including regular and special bulletins, pamphlets, and reports from the national, divisional, and State officials. As a means of discovering important material and finding out what was done in the several districts, newspapers from different cities of the State were found to be very useful.

Invaluable was the information received from Red Cross records and correspondence, and from Red Cross workers themselves. In all cases those engaged in the different lines of

Red Cross work were eager to give any assistance possible. Considerable time was spent in the offices of the Central Division of the American Red Cross at Chicago, where access was had to the records, files, and correspondence. A great deal of valuable information was gained from conferences with those in charge of the division bureaus.

Through the courtesy of Dr. A. E. Kepford access was had to the records and correspondence in the Iowa State director's office at Des Moines; and John P. Wallace, who managed the first Roll Call and the Second War Fund Drive in Iowa, generously opened up for examination the materials in his office. To these and many others, all of whom it would be impossible to mention, the author is greatly indebted for valuable assistance.

For encouragement and advice during the preparation of the manuscript and for its editing the author is indebted to Dr. Benj. F. Shambaugh, Superintendent and Editor of the State Historical Society of Iowa. Dr. F. E. Haynes of the State University of Iowa gave constant advice and assistance. Dr. Ruth A.

Gallaher carefully read the manuscript and compiled the index, and Miss Helen Otto assisted in its verification.

Earl S. Fullbrook

The State Historical Society of Iowa
Iowa City Iowa

CONTENTS

VOL. I

I. Origin of the Red Cross 1

II. Formation of the American Red Cross 18

III. The War Organization 37

IV. Development of Red Cross Organization in Iowa 60

V. Red Cross Membership 90

VI. Finances of the National Organization 137

VII. Financing Local Organizations . 183

Notes and References 205

Index 237

VOL. II

VIII. The Work of the Women . . . 1

IX. Canteen Service 39

X. Home Service 59
XI. Home Service (Continued) . . . 96
XII. Camp Service 124
XIII. Nursing Service 152
XIV. The Junior Red Cross 181
Notes and References 211
Index 237

I

Origin of the Red Cross

Concerning the beginnings of the Red Cross the most obvious fact is that it "originated in a practical attempt to meet a practical need with a practical remedy. Sometimes a 'movement' originates in an idea, and develops through attempts to put the idea into practice; but Red Cross began in practice and developed its 'ideas' out of practical situations."[1]

Pages of early history record many instances of care and comfort administered to sick and wounded soldiers. But the first organized effort in this direction which endured for any great length of time and which might be linked up with the Red Cross movement of to-day originated with the Knights of St. John or Knights Hospitallers of the Crusades and has continued to the present time.[2]

The Knights Hospitallers

It was in 1023 that the Hospital of St. John was established at Jerusalem to care for the poor and sick Latin pilgrims. In time this organization developed into a military order of

great strength and wealth. Later when driven out of the Holy Land the Knights settled at Rhodes. Here they remained until 1522 when they went to Malta. As a military order the organization of Knights Hospitallers was later suppressed, but it was afterwards revived as a charitable institution with special provisions for tending the sick and wounded in war.

It has been said of the Knights: "Not their riches nor their power nor their military prowess have given them their distinguished place in history, but their deeds of mercy to the sick and wounded." An interesting account is given of the aid administered by them after an earthquake in Sicily and Calabria in 1783. Galleys had been laid up for the winter when news of the disaster reached Malta, but within "a night" they were made ready and dispatched with a generous cargo of supplies for the sufferers.[3]

THE WORK OF FLORENCE NIGHTINGALE

Much closer to the Red Cross of to-day was the work done by Florence Nightingale for the sick and wounded of the English army during the Crimean War. Early in the war the terrible conditions in the English hospitals were set forth by a special correspondent of the *London Times* who wrote: "It is with feelings

of surprise and anger that the public will learn that no sufficient preparations have been made for the proper care of the wounded. Not only are there not sufficient surgeons — that, it might be argued, was unavoidable; not only are there no dressers or nurses — that might be a defect of system for which no one is to blame; but what will be said when it is known that there is not even linen to make bandages for the wounded? The greatest commiseration prevails for the suffering of the unhappy inmates of Scutari, and every family is giving sheets and old garments to supply their wants."

On the following day the same correspondent said: "It is impossible for any one to see the melancholy sights of the last few days without feelings of surprise and indignation at the deficiencies of our medical system. The manner in which the sick and wounded are treated is worthy only of the savages of Dahomey. . . . The worn-out pensioners who were brought as an ambulance corps are totally useless, and not only are surgeons not to be had, but there are no dressers or nurses to carry out the surgeon's directions, and to attend on the sick during the intervals between his visits."[4]

Following these revelations a popular demand arose in England for the alleviation of these conditions. The press appealed to the

people to take action and do something to help the soldiers in the East. Funds at once began to pour in for the cause. The suggestion was made that women be sent to nurse and care for the sick and wounded; and it was in this way that relief for those in the hospitals was finally secured.[5]

Two days after the publication of the dispatches, Sidney Herbert, the Secretary of State for War, addressed a letter to Florence Nightingale, whom he considered the one person in England capable of organizing and superintending an expedition of nurses to the hospitals in Scutari. About the same time Miss Nightingale, having seen the opportunity for service, wrote to Mrs. Herbert offering to undertake the work, the two letters crossing on their way.[6]

One week later, on October 21, 1854, Florence Nightingale with thirty-eight nurses left London for Scutari, arriving there on the fourth of November. From the commander of the English forces Miss Nightingale received "nothing but courtesy, sympathy, and support"; but from some of the officers and men her reception was at first far from cordial. "There was sometimes ill-disguised jealousy, and consequent sulkiness. Outwardly, there was politeness; but difficulties were put in the way", and

Miss Nightingale "was left to shift for herself". Most of the medical men soon accepted her assistance, since she proved herself to be efficient and helpful. Indeed, a majority of the doctors welcomed her and her staff and made as much use as possible of them, but others resented their presence and threw obstacles in their way.[7]

The conditions in the hospitals, as described in the *London Times,* turned out to be very near the truth; yet still more wounded were arriving. A few days after reaching Scutari, Miss Nightingale wrote: "the wounded are now lying up to our very door, and we are landing 540 more from the *Andes.* I take rank in the army as a Brigadier General, because 40 British females, whom I have with me, are more difficult to manage than 4,000 men. Let no lady come out here who is not used to fatigue and privation."[8]

It was not long before conditions in the hospitals began to improve. The nurses found much to do and proved to be of inestimable service. Not only were the men given nursing care, but the hospitals were cleaned; diet kitchens were started; clothes were provided; and even the camp followers were cared for as far as possible. By the spring of 1855 the hospital conditions had greatly improved. Sanitary

works had been executed and supplies were much more plentiful. The rate of mortality had dropped from forty-two per cent to twenty-two per thousand of the cases treated. The value of women nurses was fully established, and before the war ended one hundred and twenty-five were under Miss Nightingale's direction.[9]

In his biography of Florence Nightingale, Cook writes that "it would be an idle fairy tale to represent that by her exertions, either in a couple of days, or a couple of months, she effected a complete transformation scene. And it would be unfair to attribute solely to Miss Nightingale the gradual improvements which, though largely due to her initiative and resource . . . . were in fact the result of the exertions of many persons both at home and in the East. . . . She was able of her own initiative to institute considerable reform; but she was a reformer on a larger scale through the influence which she exercised. . . . The inherent strength of her influence lay in the masterful will and practical good sense which gave her dominion over the minds of men."[10]

Florence Nightingale was greatly beloved by the men who came under her care. One man says of her: "What a comfort it was to see her pass even. She would speak to one and nod and smile to as many more; but she could not

do it to all, you know. We lay there by the hundreds; but we could kiss her shadow as it fell, and lay our heads on our pillow again, content." In the descriptions of Miss Nightingale and her work, Longfellow found the subject for one of his best known poems:

> Lo! in that hour of misery
> A lady with a lamp I see
> Pass through the glimmering gloom,
> And flit from room to room.
> And slow, as in a dream of bliss,
> The speechless sufferer turns to kiss
> Her shadow, as it falls
> Upon the darkening walls.[11]

HENRI DUNANT

The battle of Solferino, in which the French and Italians defeated the Austrians, took place on June 24, 1859. Fighting raged over a territory about twelve miles long and six miles wide, "a territory diversified by a succession of hills with intervening valleys, and studded by a number of little villages and many farmsteads. . . . Here, amid the vines and mulberry trees and over fields where corn stood higher than the tallest soldiers, fought, all day long, the largest armies Europe had seen since the battle of Leipsic of 1813". The French and Italians had 138,000 men including 366 pieces of artillery

and 108 squadrons of cavalry; while the Austrians numbered 129,000 men and had 429 cannon and 80 squadrons of cavalry.[12]

The conflict began about six o'clock in the morning when the two armies unexpectedly came together. "All day long, under the terrific, suffocating heat of June, the gigantic struggle went on among the hills and ravines. . . . At half past four in the afternoon a terrific summer tempest broke over the ravaged field, first clouds of dust, then torrential rains, and with the rains came hail." When the storm cleared the Austrians were retreating and the French were unable to pursue. The losses of the battle were appalling. Of the allies, seventeen thousand were killed, wounded, or missing; while the losses of the Austrians numbered twenty-two thousand.[13]

Henri Dunant, a native of Geneva, Switzerland, who was traveling in Italy at the time, happened to be near at hand during the battle of Solferino. When the engagement was over he hurried to see if he could be of any service to those who had been left wounded upon the battlefield. Never was the need of aid more imperative and rarely has it been more inadequately supplied. Dunant's own description of what he found tells the story. "The battlefield is everywhere covered with bodies of men and

horses; the highways, the ditches, the ravines, thickets, and meadows are sown with dead bodies, and the environs of Solferino are literally heaped with them."[14]

For several days Dunant remained at Solferino helping to provide for the wounded. With the aid of peasant women, boys, and girls, and all available help he undertook to meet the situation. "Churches, cloisters, barracks, were filled with the wounded, whose only bed was loose straw. Straw also was strewn in the streets and courtyards and squares above which planks or canvas were placed to protect from the fierceness of a tropical sun." Everything possible was done to relieve the sufferers, but owing to inadequate facilities and an insufficient personnel, many of the wounded were inevitably neglected.[15]

Henri Dunant was greatly moved by his experiences following the battle of Solferino, and thereafter he gave much thought to the subject of caring for the wounded in war times. His conclusion was that the medical equipment of an army could not be relied upon to meet the demands of a great battle; that efficient relief could not be organized on the spot when need arose; and that volunteer helpers, suddenly enlisted, were not capable of adequately handling such emergencies. Three years later he pub-

lished *Un Souvenir de Solferino* which contained a stirring account of what he had seen at Solferino and raised the question: "May there not be some way, during a period of peace and tranquility, of forming relief societies whose aim should be to help the wounded in time of war, by means of volunteers, zealous, devoted, and well qualified for such a work?"[16]

THE GENEVA CONFERENCE OF 1863

In this suggestion from Dunant is found the germ of the idea that developed into the International Red Cross Society. Dunant submitted his proposal to the Geneva Society of Public Utility, of which he was a member. After considering the proposal this organization decided to call an international conference. Invitations were sent to a large number of public spirited men in various countries to meet at Geneva to determine the practicability of Dunant's ideas and devise means for carrying them forward. Dunant himself traveled through Europe in order to explain his plans and win support for them. Among those who promised support was the head of the order of St. John of Jerusalem.[17]

Thirty-six delegates from fourteen countries met at Geneva on October 26, 1863. Eighteen of those present were semi-official representatives

of foreign governments. Dunant's proposals were very favorably received and resolutions were passed recommending that, in each country adhering to the proposed agreement, organizations be formed to coöperate in times of war with the army medical service; that all such volunteer societies wear a red cross as a distinguishing mark; that during peace their efforts be devoted to preparing materials and training volunteer nurses; and that hospitals and their personnel be neutralized. This was all that could be accomplished, for the persons in attendance had no power to bind their governments to any agreements. Another convention being deemed necessary, the Federal Council of Switzerland, on June 6, 1864, issued invitations to all the states of Europe and to some of America to send delegates, with full power to act, to a second convention to be held in August.[18]

THE GENEVA TREATY

The second international convention met at Geneva in August, 1864. Twenty-six delegates, representing sixteen countries, were in session for fourteen days, and the result of their deliberations was the formation and adoption of the Geneva Treaty — sometimes called the Red Cross Treaty. Twelve nations signed the treaty

at that time. By July, 1907, fifty-four governments had agreed to abide by its provisions. The treaty, which was very similar to the recommendations of the Convention of 1863, provided for the neutralization of ambulances, hospitals, and persons engaged in ministering to the wounded and for the return of wounded men to their own people. The red cross on a white background — the Swiss national emblem reversed — was agreed upon as the distinguishing badge for hospitals, ambulances, and persons engaged in relief activities.[19]

THE UNITED STATES SANITARY COMMISSION

Being then engaged in civil war, the United States did not consider it wise to send official delegates to the Geneva Convention and did not, at the time, become a signer of the Geneva Treaty. Nevertheless the United States was represented informally by George C. Fogg, American minister to Switzerland, and Charles S. P. Bowles, European agent of the United States Sanitary Commission.[20]

Private individuals had organized the United States Sanitary Commission in June, 1861, soon after the outbreak of the Civil War. The government order sanctioning its creation stated that it should "direct its inquiries to the principles and practices connected with the in-

spection of recruits and enlisted men; to the sanitary condition of the volunteers; to the means of preserving and restoring the health, and of securing the general comfort and efficiency of troops; to the proper provision of cooks, nurses, and hospitals; and to other subjects of like nature." The chief aim of the Commission was preventive service and this was constantly emphasized, but the collection and distribution of supplies and comforts for the army became an important feature of its work, and to the general public it sometimes seemed to be the principal service of the Commission.[21]

Many of the services rendered by the Sanitary Commission were similar to those furnished by the Red Cross of a later day. Army camps and hospitals were inspected. Medical care and supplies were furnished for the sick and wounded, whether on the battlefield or in hospitals. Portable field hospitals and hospital ships were equipped and put into operation. Medical monographs were prepared by specialists and distributed to the doctors working in the field. A registration bureau was operated in which were kept the names of all soldiers in the hospitals and information concerning them; and a pension bureau and claim agency was conducted to aid soldiers and their families in

adjusting claims against the government. Forty soldiers' homes were established throughout the States; and convalescent camps were furnished for those recovering from wounds or sickness. Feeding stations were located along the routes of the heaviest military traffic to supply the wants of traveling soldiers; and at military centers were to be found homes for the convenience of mothers, wives, and others who might visit their kin.[22]

In nearly every locality there was a Ladies Soldiers' Aid Society, which met to sew and knit for the soldiers, and by the aid of seven thousand of these societies about twenty million dollars in supplies and cash were collected and sent to the Sanitary Commission for distribution among the fighting men. Even the origin of the Red Cross Christmas seals may be traced back to the stamps sold at the great fairs conducted to raise funds for the Sanitary Commission.[23]

A comparison of the measures adopted at Geneva in 1863 with those used by the United States Sanitary Commission shows that there was no substantial difference in the objects to be accomplished. "At Geneva much was said about succor of the wounded and nothing about the general health and comfort of the troops. At Washington the succor of the wounded, although not specially referred to, was covered

by the phrase 'preserving and restoring the health and comfort of the forces.' At Geneva it was proposed that all those connected with the medical services wear distinguishing marks or badges. At Washington there was no such proposal at the outset, but before the war was ended the helpers of the sick and wounded at the front and in the hospitals were wearing distinguishing marks." The Greek cross, the Maltese cross, the shamrock, the star, the square, the triangle, the heart, and the circle were used as emblems. In fact the Auxiliary Relief Corps of the Sanitary Commission was the first to make practical use of the Red Cross emblem as adopted at Geneva. It was in the spring of 1864 that members of this group wore the red cross for the first time in history with troops in campaigns. "The delegates at Geneva asked that the nations confer upon the army sanitary services and their helpers the privilege of neutrality. This was asking for what both belligerents in the Civil War in America had more than a year before the meeting at Geneva already conceded as respected medical officers and other non-combatants taken prisoners."[24]

The experiences of the United States Sanitary Commission proved to be of great value to the delegates assembled at the Geneva Conven-

tion. Speaking of the Convention, Mr. Bowles of the Sanitary Commission says: "I was able to prove that this same 'mythical' institution — the United States Sanitary Commission — had long since met with and overcome the difficulties which some delegates were now predicting and recoiling before; had long since solved, and practically, too, the very problems which they were now delving over. . . . To many of them, earnest men seeking for light, with their whole hearts in the interest of a long suffering humanity, it was like the sight of the promised land. They had been working in the dark, and this was the opening of a window, letting in a flood of light and putting an end to all darkness and doubt." Indeed, "the proof seems to be positive that the accomplishments before 1864 of this American organization manned by volunteers and financed by the charitable public, had been so notable and extensive that as a precedent it had a certain influence, and probably a very potent one, in determining the action of the Congress at Geneva in 1864."[25]

To Henri Dunant belongs the credit and honor of having proposed and brought about the Geneva conferences of 1863 and 1864 which resulted in the formation of the International Red Cross Society; and he is justly considered the founder of the Red Cross. Behind him,

however, were the influences of earlier work. Speaking in London in 1872, Dunant stated that the inspiration for his own undertakings came from the work of Florence Nightingale in the Crimea. Moreover, in looking for support for his ideas when first proposed Dunant turned to the Knights of the Order of St. John of Jerusalem, which had long been engaged in similar humanitarian pursuits. Nor should the influence of the United States Sanitary Commission on the successful outcome of the Geneva Convention be overlooked: lacking the "evidence submitted at Geneva by the delegates from the United States, respecting the success attained by the Sanitary Commission on a colossal scale, and the adjustment of its operation to the exigencies of war, it is probable the Geneva Congress of 1864 would have been a failure."[26]

II

Formation of the American Red Cross

The first real test of the International Red Cross Society came during the Franco-Prussian War, although some work had been done previously in the war between Prussia and Austria. During the Franco-Prussian War the "red cross gained for itself a significance possessed by no other emblem. To all, friend and foe alike, it indicated the power which saves."

Clara Barton, who had been very active in relief work in the Civil War, assisted in relief activities during the Franco-Prussian War; and it was while engaged in this service that she set herself the task of securing the ratification by her own government of the Geneva Treaty. Regarding this she says: "As I journeyed on and saw the work of the Red Cross societies in the field, accomplishing in four months under their systematic organization what we failed to accomplish in four years without it — no mistakes, no needless suffering, no starving, no lack of care, no waste, no confusion, but order, plenty, cleanliness and comfort wherever that little flag made its way — a

whole continent marshaled under the banner of the Red Cross — as I saw all this, and joined and worked in it, you will not wonder that I said to myself 'if I live to return to my country I will try to make my people understand the Red Cross and that treaty.' "[27]

EARLY ATTEMPTS TO RATIFY THE TREATY IN THE UNITED STATES

Although the Geneva Treaty was formally presented to the United States for ratification in 1864 by the American minister to Switzerland who had been present at the Geneva Convention, the government did not sign it. In 1868 Henry W. Bellows, formerly President of the United States Sanitary Commission, attended an international Red Cross convention at Paris and was appointed by the convention to represent the Red Cross in this country. During the same year he succeeded in forming the American Association for the Relief of Misery on Battlefields, which aimed to "secure the adhesion of the United States to the Geneva Treaty, and to become the national society in the United States". The treaty was once more formally presented to the proper governmental authorities, and once more it failed to be ratified. All attempts to arouse the interest of the government and of the people failed.

The American Association for the Relief of Misery on Battlefields marks the first Red Cross society in the United States, but unable to secure the ratification of the treaty under which it would have had to work in case of war, it went out of existence in 1871. During its lifetime the organization received and forwarded considerable aid for the sufferers in the Franco-Prussian War.[28]

MISS BARTON'S LABORS FOR THE RED CROSS

In 1869 when Miss Barton was in Geneva, Switzerland, she was visited by the President and members of the International Committee for the Relief of the Wounded in War, who called to find out why the United States had failed to sign the Geneva Treaty. They could not understand America's position: they had expected the United States, with its sanitary record, to be the first to accept the treaty. The fact that Miss Barton had never before heard of the Red Cross shows that it must have been but little before the American public. Miss Barton at once began a study of the Red Cross organization; and sometime later, while actually working under the Red Cross flag, she decided to devote her efforts, so far as possible, in the direction of influencing her own country to join the signers of the Geneva Treaty.[29]

Clara Barton had gone to Europe in 1869 to recover from a physical breakdown due to her labors in the Civil War. After partly regaining her strength she entered into the relief work of the Franco-Prussian War, only to again fail in health when her work was completed. It was not until 1873 that she was able to return to the United States, and then it was several years before she could do more than lay plans for future action. Her first step was taken in 1877 when she visited Washington and presented President Hayes with a letter from the President of the International Committee of Geneva asking once more that the United States accept the articles of the convention. The letter was referred to the Secretary of State and by him to his assistant secretary, by whom it was shelved.

But Miss Barton continued her campaign. A committee of four, including Miss Barton, was organized to further her plans. It was called the "American National Committee, or Society of the Red Cross for the Relief of Suffering by war, pestilence, famine, fire, flood and other calamities, so great as to be regarded as national in extent." A small pamphlet was issued explaining its objects. The committee devoted itself to disseminating knowledge concerning the Red Cross and in creating sentiment favor-

able to the adoption of the Geneva Treaty. Writing in 1881 Miss Barton says: "I will not yield the pact of the treaty; for patriotism, for national honor, I will stand by that at all costs. My first and greatest endeavor has been to wipe from the scroll of my country's fame the stain of imputed lack of common humanity; to take her out of the roll of barbarians. In 1869 there were twenty-two nations in the compact. There are now thirty. . . . If the United States of America is diligent and fortunate, she may perhaps come to stand number thirty-two in the roll of civilization and humanity! At present she stands among the barbarians and heathen."[30]

RATIFICATION OF THE GENEVA TREATY

It was not until President Garfield assumed office that another attempt was made to secure ratification of the Geneva Treaty by the United States. President Garfield had served in the Civil War and had seen Miss Barton engaged in relief operations at that time. Her request that the treaty be agreed to was cordially received by the President, and he promised to recommend such action in his first annual message. With this assurance of success the committee which had been organized in 1877 was reorganized and incorporated as the American Associ-

ation of the Red Cross, with Miss Barton at its head.[31]

Before he could carry out his promise President Garfield was assassinated; but it appears that President Arthur was no less friendly to the Red Cross movement. After proper consideration of the proposal the treaty was signed by President Arthur on March 1, 1882, and a few days later was ratified by the Senate. While this event was enthusiastically received in other countries, it seemed of little importance to those at home. Concerning it, Miss Barton wrote: "While the news of the accession of the Government of the United States, to the treaty of Geneva, lit bonfires that night . . . . in the streets of Switzerland, France, Germany, and Spain, a little four-line paragraph in the congressional doings of the day in the *Evening Star,* of Washington, alone announced to the people of America that an international treaty had been added to their rolls." The President of the International Red Cross Society gave to Miss Barton the credit for securing the adoption of the treaty when at an international convention in 1882 he said of her: "without the energy and perseverance of this remarkable woman, we should not for a long time have had the pleasure of seeing the Red Cross received into the United States."[32]

BEGINNINGS OF DISASTER RELIEF

One objection encountered by those working for the ratification of the Red Cross Treaty by the United States was "that we then had no wars and were not likely to have any." Miss Barton proposed that the Red Cross undertake relief work in national disasters, such as plagues, cholera, fires, floods, and famine. The first national calamity in which this idea was applied was the forest fire in Michigan in 1881 — almost a year before the Treaty of Geneva was ratified by the United States. A second test came in the spring of 1882 with the Mississippi River floods. The work done by the Red Cross in these two disasters gave publicity to the cause and did much to influence the ratification of the Geneva Treaty in 1882. To assist in these disasters local Red Cross organizations were formed at Dansville, Rochester, and Syracuse in New York, at New Orleans, Louisiana, at Vicksburg, Mississippi, and at Memphis, Tennessee. A great deal of help was given by these local units, and it is here that one finds the beginnings of the plan that has been continued by the American Red Cross to the present day, that is, the plan of working through local Red Cross branches.[33]

The Red Cross was again called upon to aid in relieving the distress due to the overflow of

the Mississippi in 1883 and 1884; and in 1883 the organization ministered to the sufferers of a cyclone in Louisiana and Alabama. An international convention of the Red Cross was held in Geneva in September, 1884, and Miss Barton was sent by the government to represent the United States. Her record for efficient relief preceded her and she was warmly welcomed. As a result of her efforts a new provision, sometimes called the American Amendment, was added to the Geneva Treaty. It provided "that the Red Cross societies engage in time of peace in humanitarian work analogous to the duties devolving upon them in periods of war, such as taking care of the sick and rendering relief in extraordinary calamities, where, as in war, prompt and organized relief is demanded." The United States was the first of the great powers to extend the functions of the Red Cross to cover more than the field of war.[34]

From 1881 to 1904 the Red Cross organization was called upon to render aid in disasters of all kinds in all parts of the country. Although in some instances the relief was upon a large scale and demanded a considerable expenditure of money, financial support was easily obtained. Relief was also furnished during the Balkan War in 1883, the Russian famine of 1892, the Armenian massacres in

1896, and the Spanish-American War in 1898. In almost every case Miss Barton entered the field and took active charge of relief operations. Great good having been accomplished in these disasters, the Red Cross Society won for itself a firm place in the hearts of the American public.[35]

REINCORPORATION OF THE RED CROSS IN 1900

In connection with the criticism of the Red Cross Society that followed the inadequate reporting of and accounting for the funds contributed for disaster relief, a change in the Red Cross organization was demanded — a change that would result in a more stable and a more business-like management. Such action was advised not only by outsiders but likewise by certain persons who had been associated with Miss Barton in her work. Thus, on June 6, 1900, the American National Red Cross was reincorporated by an act of Congress in an effort to silence these complaints.

The new charter required an annual financial statement; and whereas previous to this time Miss Barton, as President, had been in almost absolute control, the reorganization resulted in placing more power in the hands of the board of control and executive committee.[36]

But serious differences soon arose between

Miss Barton and members of the executive committee since she found it difficult to adjust herself to the new system. It was largely a question of whether or not Miss Barton was to continue in supreme control and retain her former methods. In the words of Miss Barton's biographer "it was a contest between two systems, the one that had fitted the creative twenty-two years when the Red Cross centered about Clara Barton, to whom it owed its life — the other the system of the future, struggling to fit itself to the time when the founder should be no more, and when therefore, a different system would be necessary,— a system centering around not a single person who could never be reproduced — but about a board of control and executive committee."

One reason for Miss Barton's inability to adapt herself to the new system was her pronounced individualism. "She had always, except in the Franco-Prussian war, worked as an individualist, on her own initiative, her only referendum being the people of the country or the world. Temperamentally impossible to her was the new system demanding that she work under the direction of a Board of Control. To one trained for thirty-three years to proceed on her own initiative on the occasion of disaster — it was beyond possibility to accept the new

101771

plan."[37] The situation went from bad to worse, until on June 16, 1904, Miss Barton tendered her resignation.

PRESENT SOCIETY INCORPORATED IN 1905

On January 5, 1905, President Roosevelt signed the bill creating a new corporation and providing for a reorganization of the Red Cross. With this reorganization Wm. H. Taft, then Secretary of War, and Mabel T. Boardman "became respectively chief official sponsor and animating spirit."[38]

The charter adopted at this time provided that all the accounts of the Red Cross should be audited by the War Department and that an annual financial report should be made to Congress by the Secretary of War. Realizing that great advantage to the Red Cross could be gained by having the President of the United States serve as President of the American Red Cross, Mr. Taft resigned as President of the American Red Cross when his term as President of the United States expired, and recommended that President Wilson be elected as his successor. Mr. Taft's suggestion was followed and President Wilson was chosen President of the American Red Cross in 1913. Although not required by the constitution or by-laws, there is now a general understanding that the Presi-

dent of the United States shall be elected to the presidency of the American Red Cross.[39]

President Taft's service to the Red Cross is fittingly acknowledged in the following extract from the *Red Cross Magazine:*

> Only those who endured the strain of the early days of reorganization, who bore the burden of the many complex problems of development, who battled against discouragement and disappointments, can comprehend what the constant interest, the helpful, tireless counsel and sympathetic inspiration of Mr. Taft's eight years' presidency meant to the Red Cross. He built foundations that were true and strong like the man himself, not counting the structure raised upon them for the credit of the man but for the service of his fellow-man.
>
> Our people and those in foreign lands who have benefited because of the American Red Cross owe to Mr. Taft a debt of gratitude for all that he so quietly, so modestly did to build up its present state of efficiency and to obtain its position in public confidence.[40]

ORGANIZATION OF THE RED CROSS BEFORE 1917

The General Board.— The charter and by-laws of the American National Red Cross provided that the government, direction, and management of the society should be lodged in the American Red Cross General Board. This board was composed of the incorporators or

their successors, five associates named by the President of the United States, delegates of State and local organizations, representatives of the "collective members", and the members of the several Red Cross boards and committees. The officers of the society were a president, a vice president, a counsellor, a treasurer, and a secretary, all of whom were elected by the General Board at its annual meetings.[41]

The Central Committee.— It was upon the Central Committee, however, that the real management and administration of the American Red Cross fell. This committee was made up of eighteen members, six of whom were elected by the incorporators, six chosen by the General Board, and six named by the President of the United States. The President also designated the chairman of the Central Committee; while a vice chairman was elected by the Committee itself. Wm. H. Taft, elected chairman of the Central Committee in November, 1915, served in that capacity until March 1, 1919. Much of the active executive management, however, fell upon the vice chairman, which position was filled by Eliot Wadsworth from September, 1916, to March 1, 1919.[42]

The Executive Committee.— Under the Cen-

tral Committee was the Executive Committee consisting of seven members chosen by the Central Committee from its own numbers. This committee, when the Central Committee was not in session, exercised full control. The chairman of the Central Committee was also chairman of the Executive Committee. He called all meetings of both groups and was an ex officio member of all committees appointed by them. Subject to direction by the central and executive committees, he was the executive head of the corporation.[43]

Such was the general outline of the Red Cross machinery. But from 1905, when the society was incorporated, there were almost annual changes, especially in the various boards and bureaus charged with administering particular branches of the work. None of the changes, however, were revolutionary in character. They were not due to external pressure, but all were made by the Red Cross itself as a result of experience and a determination to make the organization serve its purposes in peace or war.[44]

The new Red Cross building at Washington, in which the national organization has its headquarters, was constructed as a memorial in honor of the loyal women of the Civil War. This building was made possible by an appro-

priation of $400,000 by Congress and gifts of $300,000 by individuals. On February 3, 1917, the Red Cross moved into its new home. Hence it was amidst great confusion that the society began to mobilize for the difficult task confronting it. The new home was dedicated on May 12, 1917. Speaking on that occasion President Wilson praised the women of the Civil War, saying: "It is significant that it should be dedicated to the women who served to alleviate suffering and comfort those who were in need during our Civil War, because their thoughtful, disinterested, self-sacrificing devotion is the spirit which should always illustrate the services of the Red Cross."[45]

Departments at Washington.— At the time the United States entered the World War the work of the American Red Cross was divided among five departments working under the Central Committee. Two of the departments had to do with the relief work of the Red Cross. One of these, the Department of Military Relief, had under its supervision the bureau of nursing service, the bureau of medical service, and the bureau of supplies. The other, that of Civilian Relief, had charge of the bureau of town and country nursing service, the Red Cross relief reserve, Red Cross Christmas

seals, and institutional members. A Department of Chapters was responsible for the State boards, local chapters, and membership. The Administrative Department supervised all accounts, files, and records, grounds and buildings, and purchases. The local committee on nursing, the State committee on nursing service, the committee on town and country nursing service, and a committee on dietitians were subordinate to the National Committee on Red Cross Nursing Service.[46]

State Boards and Chapters.— One of the objects of the Department of Chapters was the organization of State boards and chapters. Each State board was composed of the Governor of each State, who served as ex officio chairman, and from three to ten citizens of the State "selected for known probity and public spirit." Members of the State boards were appointed by the Central Committee. The duties of these boards were: (1) "to receive contributions intended for Red Cross relief work and forward them to the Treasurer in Washington", and (2) "to supervise relief operations within their respective States and to disburse funds contributed for the support of such relief operations, which are in charge of the Department of Civilian Relief." In May,

1917, such boards were found in all but two States of the Union; but usually these State boards were inactive.[47]

The chapters were permanent local organizations in charge of all local activities and agencies of the Red Cross within their particular districts. All Red Cross members in the territory of a chapter automatically became members of that chapter, and a part of the membership dues were allowed for the use of the chapter. Before America's entrance into the World War, chapters of the American Red Cross were not numerous, although the number had increased materially after the outbreak of the war in 1914. In March, 1916, there were one hundred and ten chapters, but during the next six months the number almost doubled.[48] On December 1, 1916, there were two hundred and fifty chapters,[49] and at the time the United States severed diplomatic relations with Germany on February 3, 1917, two hundred and seventy-two chapters were in operation.[50]

The branches were subordinate to the chapters, but had their own officers. They carried on practically all the activities of a chapter and they were very similar to the chapters themselves, except that they were organized on a smaller scale. Any chapter having jurisdiction over a county or large city could organize

branches in the different localities to conduct the work. Auxiliaries were temporary local organizations formed for the purpose of doing some specific kinds of work. Auxiliaries could be formed among the members of a church or Sunday school, in a high school, college, or women's club. Any chapter could authorize auxiliaries in its territory, and the Central Committee could establish auxiliaries in any place not under the jurisdiction of a chapter.[51]

Relief Operations.— From its reorganization in 1905 to 1916 the American National Red Cross carried out eighty relief operations following earthquakes, volcanic eruptions, fires, floods, famines, mine explosions, and wars in this and foreign countries. Over $10,000,000 in cash was received and expended in these operations, and supplies valued at not less than $5,000,000 were distributed. In many cases not only were the immediate needs satisfied, but months were devoted to coöperation in programs of reconstruction. During this work a definite method and technique for handling disaster relief gradually developed, and the opinion was fast gaining ground that such service would make up the future field of Red Cross endeavor. In 1911 *The Survey* remarked that the "Red Cross will decreasingly be called

upon to nurse the wounded on the battlefield, while its highly organized activities for the relief of sufferers from disasters in time of peace become more important with each great catastrophe."[52]

III

The War Organization

In 1914 when the World War began, the American Red Cross was well prepared to meet any kind of emergency that had occurred during the nine years of its existence — such as earthquake or fire, shipwreck or mine explosion, flood or famine. It was not ready, however, for any such disaster as the World War. And so when the United States was drawn into this war it was evident at the start that the American Red Cross, if it was to carry the additional load thrust upon it, would have to create a more efficient working organization.[53]

THE WAR COUNCIL

As a result of the new situation President Wilson, on May 10, 1917, established the Red Cross War Council. In a letter to a member of the Central Committee, announcing the appointment of the Council, President Wilson wrote as follows:

> The American National Red Cross must now carry out the purposes of its organization under the stress of the great war in which our Nation is now involved,

with the fullest recognition of its obligations under its Federal charter and the treaty of Geneva. To do this it is necessary that an immediate development and reinforcement of Red Cross organization should be effected in order to enable it to respond adequately to the great needs which will arise in our own country and those which already exist abroad.

After consideration of the situation with the active officers of the American Red Cross and with the members of its executive committee, I therefore hereby create a Red Cross War Council of seven members, two of whom shall be the chairman and vice chairman of the executive committee, to serve for the period of the war. The War Council thus created is to deal with especial emergencies arising from the present war crisis in this country and abroad.[54]

In announcing the appointment of the War Council to the public President Wilson said:

I have today created within the Red Cross a War Council to which will be entrusted the duty of responding to the extraordinary demands which the present war will make upon the services of the Red Cross, both in the field and in civilian relief.

The best way in which to impart the greatest efficiency and energy to the relief work which this war will entail will be to concentrate it in the hands of a single experienced organization which has been recognized by law and by international convention as the public instrumentality for such purposes. Indeed, such a concentration of administrative action in this

matter seems to be absolutely necessary, and I hereby earnestly call upon those who can contribute either great sums or small to the alleviation of the suffering and distress which must inevitably arise out of this fight for humanity and democracy, to contribute to the Red Cross.[55]

Henry P. Davison of New York, a member of J. P. Morgan & Company, was named chairman of the War Council. The other members appointed by President Wilson were Charles D. Norton, vice president of the First National Bank of New York; Major Grayson M. P. Murphy, vice president of the Guaranty Trust Company of New York; Edward N. Hurley of Chicago, formerly chairman of the Federal Trade Commission, and Cornelius N. Bliss, Jr., of Bliss, Fabyan and Company, New York. Wm. H. Taft and Eliot Wadsworth, chairman and vice chairman of the Central Committee, became ex officio members. Through the latter two members the central and executive committees were definitely linked up with the War Council.

The personnel of the War Council underwent several changes, but Mr. Davison continued throughout as its chairman. Of the original members President Wilson drafted Mr. Hurley to head the Shipping Board, Major Murphy resigned to enter active military service, and Mr.

Norton withdrew because of personal affairs. John D. Ryan, president of the Anaconda Copper Company, Butte, Montana, Harvey D. Gibson, president of the Liberty National Bank, New York, and George B. Case of the law firm of White and Case, New York, were appointed to fill these vacancies. Subsequently Mr. Ryan and Mr. Gibson resigned and their places were taken by Jesse H. Jones, business man and banker of Houston, Texas, and George E. Scott, vice president of the American Steel Foundries, Chicago.[56]

The War Council working with the executive and central committees, administered the general work of the Red Cross. It controlled the Red Cross funds, made all appropriations, and determined the policies and activities of the organization.[57]

The plans and policies adopted by the War Council and Executive Committee were entrusted for execution to a general manager. This position was held by Harvey D. Gibson, president of the Liberty National Bank of New York, until July, 1918, when he became Red Cross Commissioner to France. Following Mr. Gibson's resignation George E. Scott of Chicago served as acting general manager until September, and was then made general manager.[58]

Concerning the task before the War Council, a writer at the time of its organization says:

> To administer the affairs of the Red Cross efficiently, to coördinate the efforts of its millions of volunteer workers, to affiliate with it the work of other relief organizations and prevent duplications of effort, to spend wisely hundreds of millions of dollars, to see that hospitals and hospital staffs are taken all over the world, that whole populations are cared for, that whole sections of ravaged country are put on the road to restoration — that is the merest outline of a work the plan and scope of which demands administrative talent without superior. The kind of men who span continents with railways, furrow the seven seas with giant steamships or handle the finances of nations — that is the kind of men needed for the work of the Red Cross. The people giving their mites to the Red Cross must have the utmost confidence in not only the ability of these administrators but in the singleness of mind and purity of purpose.[59]

Once organized and in operation, the War Council was confronted with a heavy responsibility. The problems of relief at home and abroad had to be met immediately, and so the members at once began to plan and organize for active work. Henry P. Davison, writing concerning the War Council in June, 1917, stated that it was developing plans which involved the selection of the best talent in the

United States in medicine, in sanitation, in transportation, in construction, in welfare work, in purchasing, in commercial business, in accounting, and in such other lines as might be required. "Ordinarily", he said, "it would be difficult to employ trained talent of the character required. Men would not be available, but it has already been demonstrated beyond any concern on the part of the council that the best talent is available, and most of it volunteer, so that in whatever direction it may be necessary to move, the work may be carried on intelligently, efficiently, and economically."[60]

In developing the operating organization of the Red Cross, the War Council introduced no new or novel business devices, but used methods identical with those followed by any large business house having thousands of scattered branches and serving millions of people.[61] It showed "courage, disinterested zeal and breadth of purpose." It sought expert advice and did not hesitate "to scrap what it considered antiquated machinery of organization."[62]

ORGANIZATION OF NATIONAL HEADQUARTERS

At national headquarters the organization was divided into eight separate bureaus as follows: Military Relief, Civilian Relief, Nursing Service, Transportation and Supply Service,

Standards, Chapter Development, Woman's Work, and Publicity. A director, selected because of his or her fitness for the particular work, was placed in charge of each bureau.[63]

The first two bureaus were largely responsible for the relief work of the Red Cross. Through the Bureau of Military Relief, the Red Cross followed "our soldiers to the front and our sailors on the high seas rendering to them all the physical and mental comforts possible." The comfort and welfare of the families of enlisted men were cared for by the Bureau of Civilian Relief. The Bureau of Standards has been called "the commercial engineering department" of the Red Cross. Its work was to standardize all practices, to install standardized accounting systems, and to analyze all proposals suggested by any of the chapters to determine if they would be practical for use by all. The organization of chapters and the putting into operation through the divisional departments of all new plans for chapter activities was left to the Bureau of Chapter Development. These four bureaus, along with the Bureau of Nursing which controlled all matters pertaining to nursing service, corresponded in a general way to the five departments of the Red Cross as they stood before the creation of the War Council.[64]

Of the three additional bureaus, the Bureau of Transportation and Supplies looked after the purchase of all supplies for the American Red Cross. It also arranged for the shipment of goods abroad and the distribution of raw materials and the collection of surgical dressings and hospital supplies made throughout this country. The function of the Woman's Bureau was to mobilize the women of the nation for Red Cross service and to prepare and instruct them for carrying on the work. To the Publicity Bureau fell the direction of all work along publicity lines — a task which was of great importance to the Red Cross work.[65]

In order to handle the situation effectively in the foreign countries, the War Council sent commissions to France, Russia, Italy, Rumania, and Serbia. The commissions studied the conditions in these countries and worked in close coöperation with the American military and diplomatic officers abroad. Their recommendations were passed upon by the War Council, which determined what action should be taken.[66]

DECENTRALIZATION OF ORGANIZATION

Previous to 1917 the American National Red Cross was largely a centralized organization, the headquarters at Washington being the center of operations. One of the early steps of the

War Council was to decentralize administration and responsibility so as to secure the utmost efficiency from the Red Cross machine. This was brought about by establishing fourteen divisions — thirteen for the United States including Alaska, and one for the remainder of the world. Each division had headquarters located within the district. The organization of each division was much like that at Washington. There was a division manager for each district, and under him operated the various bureaus, which corresponded in a general way to those of the national organization. All plans and activities which originated at the national headquarters were carried out by the divisional organizations.[67]

This scheme of Red Cross organization provided no place for State organizations; and so the old State boards were discontinued. All chapters became directly responsible to the division, while auxiliaries and branches were made subordinate to the chapters. The functions of chapters, branches, and auxiliaries were not, however, greatly changed in the mobilization of the Red Cross. As before, they had complete charge of all local activities and were the agencies by which much of the Red Cross work was carried on. The efficiency of the Red Cross organization rested mainly upon the chap-

ters; they provided its bone and sinew; they supplied its funds; they furnished its men and women; and they contributed its enthusiasm.

As the war work of the American Red Cross developed, the chapters underwent various changes in their organization. With increased experience, those in charge of the chapters were able to evolve more and more efficient plans of operation. Plans for the organization of chapters were drawn up by the Bureau of Development, although each chapter was left to alter the general plan so as to best adapt it to its own community.[68]

In granting charters a definite jurisdiction in which to operate and for which to be responsible was given to the several chapters. Thus a chapter was charged with the task of developing Red Cross work in all parts of its jurisdiction. From the beginning the county was considered as the most desirable basis of chapter jurisdiction. As far as possible the aim was to establish one chapter in every county, with control over the entire county. This was not always practicable, however, as more natural boundaries than county lines sometimes existed.[69]

Each chapter was permitted to establish branches and auxiliaries in the territory under its jurisdiction, so as to assure the carrying on of Red Cross work in all centers. Branches

were miniature chapters, being organized much like the chapters. They were assigned a certain territory and within those limits carried on the same work as did the chapters. The hope was to have a branch in every populous center of a chapter's jurisdiction. In general it appears that township lines were deemed to be the best means of dividing branch territory, but other boundaries were frequently used. Branches were completely under control of the chapters; and just as the chapters were under the division organizations and received orders from and reported to them, so the branches looked to the chapters for their instructions and made reports of their activities to their chapter officers.[70]

Auxiliaries differed from branches in that a branch was a permanent organization with a given territory and doing the same work as the chapter, while an auxiliary was a temporary organization formed to undertake one or more special forms of Red Cross work. Lines of work considered suitable for auxiliaries were the making of hospital garments or surgical dressings; organization of classes for instruction in first aid, home dietetics, elementary hygiene, and home care of the sick; securing members; raising funds; or collecting supplies. Auxiliaries could be established "within any

group of persons associated through ties of race, work, or common interest'', such as patriotic organizations, fraternal societies, civic associations, clubs, labor unions, churches, or religious societies, schools or colleges, or employees of industrial concerns.[71]

Both auxiliaries and branches were required to make financial reports to the chapter. The money raised could be retained in their own treasuries or transmitted to the chapter treasurer, according to arrangements. But money retained by the subsidiary organizations could not be used for any other purpose than that for which it was raised.[72]

Two special forms of auxiliaries were developed to meet special conditions. Thus, in compliance with wishes expressed by Secretary Daniels provision was made for naval auxiliaries. In any community in which there was a Red Cross chapter, women who desired to work especially for the navy could organize and become an auxiliary of the Red Cross. Again, by means of junior auxiliaries, the school children of the land were given an active part in Red Cross work. Activities of junior auxiliaries were carried on entirely in the schools.[73]

Up to the time the United States entered the World War the number of Red Cross chapters in the country was very small, but after that

time the number of chapters increased by leaps and bounds. Beginning with 272 chapters on February 3, 1917, the number increased to 562 by May.[74] On July 1st there were 1534 chapters — a gain in five months of nearly six times the number of chapters organized during the preceding five years. During Red Cross week from June 18th to 25th, when the first War Fund was raised, over two hundred chapters were organized in towns and cities where no official Red Cross organization had previously existed. By May, 1918, the number had more than doubled again, there being 3551 chapters, 11,000 branches, and 50,000 auxiliaries located in all parts of the world.[75]

ORGANIZATION OF THE CENTRAL DIVISION

The State of Iowa was a part of the Central Division, which included four other States — Michigan, Wisconsin, Illinois, and Nebraska. The headquarters of the division were located in Chicago. Except that there was no central committee or war council, the Central Division, like all others, was organized on much the same plan as the national body. Standing at the head of each divisional organization was a division manager, who was the executive head of the machine. A. H. Sprague, 2d., of Chicago, was the first manager of the Central Division.

He resigned to enter service and Bruce D. Smith, a Chicago banker, was named to succeed him in September, 1917. In July, 1918, another change was made and Howard Fenton became manager. Lewis N. Wiggins was associate director under Mr. Smith, and Calvin Fentress held a similar position under Mr. Fenton.[76] Under the division manager eight bureaus were established, corresponding to the bureaus of the national organization, each with a director in charge.[77]

A particular line of work was mapped out for each bureau. The Bureau of Development was one of much importance as it was responsible for nearly all divisional matters of principle and policy which related to the chapters. J. J. O'Connor, who had been at the head of the Central Division of the Bureau of Chapters under the old organization, was made director of this bureau upon its organization. About March, 1918, Lewis Wiggins became director of the Bureau of Development, being in turn followed by R. C. McNamara. As its name indicates, this department was concerned with the development of Red Cross activities of all sorts among the local organizations. It had charge of the establishment of chapters and handled all organization problems of the chapters. This bureau had charge of membership extension,

including the Junior Red Cross, and financial campaigns.[78]

T. J. Edmunds served as director of the Bureau of Civilian Relief for the Central Division until Dr. John L. Gillin of Wisconsin University was called to that position in March, 1918. Dr. Gillin remained in control until the middle of August, 1919. This department included "home service"—the work with families of the men in service. The aim was to aid any families or individuals in need of assistance or advice because of the enlistment of any of their numbers. To help along this line of service the bureau conducted home service institutes and extension courses to prepare persons to administer civilian relief properly. The care of discharged soldiers and the supervision of disaster relief was also delegated to the Bureau of Civilian Relief.[79]

The Bureau of Military Relief assumed charge of relief activities among the men in service. Thus the direction of Red Cross work in all camps, cantonments, training stations, and military posts, and the supervision of the canteen work of the chapters fell in this department. Fremont B. Hitchcock, Vaughan Spalding, Charles A. Steward, and Ralph A. Bard each served for a time as director of this bureau.

The enrollment of Red Cross nurses, the formation of nursing units, the appointment of instructors in elementary hygiene, and similar duties connected with the nursing program were looked after by the Bureau of Nursing Service, which was under the direction of Miss Minnie A. Ahrens.[80]

The chapters of the Red Cross bought their raw material from the division headquarters. The Bureau of Supplies handled this work and bought and sold to the chapters at cost all the materials used in the production of hospital supplies, garments, surgical dressings, and comforts. When articles were completed by the chapters they were sent back to the Bureau of Supplies, where they were inspected, repacked, and shipped to places of need. Printed supplies required for administrative purposes were distributed by this bureau. The men who served as directors of this bureau during the war were Frank Hibbard, E. K. Hardy, and Charles Ware.[81]

A Woman's Bureau was created to conduct the Red Cross activities of special interest to the women. Included in its work was the standardization and inspection of hospital supplies and garments, surgical dressings, general supplies, and comfort kits; the standardization of work rooms; the organization of classes in

surgical dressings; and the training of instructors. Miss Ina M. Taft was the director appointed for this bureau. She resigned in March, 1918, to take up work with the national organization at Washington and no successor was appointed.[82]

The publication of the division bulletin, the conduct of the news service, the speakers' bureau, entertainments, motion pictures, and all matters pertaining to publicity were under the Publicity Bureau, the directors of which were Clarence A. Hough and Allen B. Ripley. The Bureau of Accounting, under J. F. Dillman and later under F. C. Waller, directed the chapter accounting, the summarizing of monthly reports from chapters, the recording of memberships, and office management.[83]

Each of these bureaus was charged with the responsibility of developing and carrying on its particular line of work throughout the Central Division; and all chapters in the Central Division were directly under the control of the division officials at Chicago and had to look to the bureaus there for guidance in their several lines of activity. Some of the bureaus, in order to keep in touch with the chapters and better coöperate with them, maintained field agents whose duty it was to visit the chapters and advise and instruct them. The Bureau of Devel-

opment had agents in the field who helped to organize chapters and solve organization problems; civilian relief work was promoted by field secretaries from the Bureau of Civilian Relief; and the Bureau of Accounting sent representatives out to help chapters solve their accounting difficulties.[84]

THE STATE ORGANIZATION

Interest in the Red Cross greatly increased in Iowa immediately after the declaration of a state of war with Germany. At that time the fourteen divisions of the Red Cross had not been established and in order to form a chapter in Iowa it was necessary to get a charter from the Central Division of the Department of Chapters. J. J. O'Connor, the director of this department, had nine States under his supervision; and with a view to facilitating the organization of chapters, he named a director to undertake the organization work in each State.

At a meeting of Red Cross workers from the nine States of the Central Division on the first of May, 1917, James B. Weaver agreed to act as the Iowa State director and to line up the State for the Red Cross. Not only was he to grant requests for charters, but he was to initiate a campaign to see that every locality in the State of Iowa was organized for Red Cross work.

He proceeded to organize chapters or branches in every Iowa county. This having been accomplished he resigned in July and was succeeded by Dr. A. E. Kepford, State lecturer on tuberculosis, who volunteered to assume this work along with his regular duties. Although every county in the State boasted a Red Cross organization, there was still work to be done in coördinating the chapter activities and aiding them to greater development and usefulness. Mr. Weaver's jurisdiction was limited to matters of organization; but later the State director, although always concerned chiefly with organization problems, coöperated with the Central Division in promoting all lines of Red Cross endeavor.[85]

Later when the decentralization of the Red Cross took place fourteen divisions were established. Under the new arrangement no provision was made for State organizations. All chapters were made directly responsible, not to a State body, but to their division headquarters. In some States, however, the State director who had been appointed under the old plan was retained. This was the case in Iowa where Dr. Kepford continued as State director throughout the war period.

Under this arrangement the State director did not always find himself in an enviable posi-

tion. Dr. Kepford described his situation as being much like that of a fifth wheel on a wagon. While he was supposed to have a certain degree of authority over the chapters, they were working directly with the bureaus of the Central Division. Misunderstandings and confusion often resulted. It appears, however, that Dr. Kepford, being urged to continue in his position, adjusted himself as best he could to the situation.

The desirability of maintaining a distinct organization to direct the work in each State is a question which was often raised in the correspondence coming into the State director's office. Many Red Cross workers over the State expressed themselves as convinced that such an arrangement would bring better results. In many cases the feeling seemed to be that persons living in Iowa and well acquainted with the conditions prevailing here, would be better able to direct the work than outsiders.

Numerous protests were made by chapter chairmen and other workers in the State complaining that they were being constantly harassed by orders and suggestions from the National Headquarters or the Central Division. One chapter chairman expressed the opinion that the "calls from above are far too numerous, and the organization is too complex and

too much stuck up with officers, committees and functionaries. I think one trouble is that the fellows above don't realize the difference between the rural problem and the city problem. . . . . The postage waste during the past few months must have been enormous. I judge this from the matter sent this office. I have been unable to read a tenth part of that matter, and the postage has run as high as 25 and 30 cents a day on mail sent me."

This man's solution was to handle the work by States. "Those on the ground", he says, "are the best judges of what can be done in a locality, and I honestly believe that in most cases efficient work will be done without so much prodding from above."[86]

Due to railroad conditions and facilities, it was found desirable in some of the States of the Central Division to "clear" through certain local centers. In Nebraska, for instance, instead of each chapter receiving its raw materials from and sending its finished goods to the Bureau of Supplies at Chicago, the chapters purchased from and shipped to Omaha, which forms the railway center for much of the State. At Omaha the goods were inspected, assorted, and packed ready for shipment to their ultimate destination. Likewise in Michigan a large portion of the State "cleared" through Detroit.

While all chapters in the eastern half of Iowa sent directly to Chicago for their materials and returned their finished goods there, the western half of the State "cleared" through Des Moines. All counties west of and including Winnebago, Hancock, Wright, Hamilton, Story, Polk, Warren, Lucas, and Wayne, fifty-two in number, shipped to Des Moines. The remaining forty-seven counties dealt directly with Chicago.[87]

To handle these supplies in Des Moines, an Iowa shipping station was opened. It was at first located in some unused rooms of the Lincoln School Building and later in quarters donated by the Herring Motor Company. Here all the supplies from the western half of Iowa were received, inspected, assorted, and repacked for shipment. This involved a considerable amount of work which was carried on by a large force of volunteer workers. Dr. Kepford, as State director, was in charge of the station, but the management was largely turned over to other workers. In September, 1918, Carl F. Percival was appointed by Dr. Kepford as manager of the shipping station. The State director was furnished with a revolving fund by the Central Division to be used in operating the shipping station and for meeting other necessary expenditures.[88]

From time to time individuals were appointed to supervise certain phases of Red Cross activity throughout the State. Thus in December, 1917, appointments for the State of Iowa were O. E. Klingaman, of the Extension Division of the State University, as instructor of chapters in civilian relief and Ralph J. Reed, executive secretary of the Iowa Tuberculosis Association, as director of the case and policy work of the Civilian Relief Committee in Iowa. Mr. Reed also handled the sale of Red Cross Christmas seals in the State in 1917.[89]

A State convention of Iowa Red Cross workers was held at Des Moines, October 29 and 30, 1917. Every chapter, branch, and auxiliary in the State was urged to have a representative in attendance to benefit from the helpful ideas, the inspiration, and the enthusiasm. Over four hundred delegates answered the call. The program was given over to a discussion of Red Cross work, the purpose being to make the gathering a source of information and instruction. Among the speakers were Bruce D. Smith, manager of the Central Division, J. J. O'Connor of the Bureau of Development of the Central Division, and Governor William L. Harding. The large silk American flag, made by Mrs. W. L. Harding, to be offered as a prize in the membership campaign, was displayed.[90]

IV

Development of Red Cross Organization in Iowa

Under the pre-war organization a Red Cross State Board for Iowa was appointed in October, 1910. The Governor of Iowa was president; Lafayette Young of Des Moines, vice president; J. K. Deming of Dubuque, treasurer; and C. C. Nye of Des Moines, secretary. The other members were James P. Conner of Denison, Robert Healey of Fort Dodge, George E. MacLean of Iowa City, Bernard Murphy of Vinton, J. J. Richardson of Davenport, Samuel Snyder of Council Bluffs, and James B. Weaver of Des Moines. With few exceptions these men continued in office until the State boards were eliminated in the reorganization following the appointment of the War Council.

During the lifetime of this State Board it was active in collecting funds and supplies for relief in three large disasters — the famine in China in 1912, the Mississippi flood in 1912, and the Ohio-Indiana flood of 1913. In each instance a proclamation was issued by the Governor calling for contributions of money and supplies.

As contributors were permitted to send their donations direct to Washington instead of to the treasurer of the Board, only a small part of the funds donated by the State appeared on the books of the treasurer. The amounts that did appear were $334.13 for the famine in China, $21.70 for the Mississippi flood, and $1756.70 for the Ohio-Indiana flood sufferers. A special contribution of $191.60 was received on April 29, 1913, for aid in Ralston, Nebraska. In 1914 the Board received $582.01 from an appeal for war relief in Europe. In 1916, $110.50 was received for war relief in Poland. During the existence of the State Board no regular or special meetings were ever held.[91]

EARLY RED CROSS CHAPTERS IN IOWA

The first Red Cross chapter in Iowa was that formed at Burlington on November 26, 1906, and was due to the initiative of Miss Mary Perkins, then a resident of that city. For a period of three years this chapter's activities were confined to increasing the membership and maintaining an interest in the national organization. Beginning in 1909 Christmas seals were sold and the proceeds devoted to a campaign against tuberculosis. In ten years the chapter sold over 300,000 Red Cross Christmas seals. With the approach of war it ex-

tended its activities in the direction of war work.[92]

No other chapters were formed in Iowa until 1916. Cedar Falls formed a chapter in May of that year and during the last half of the year, seven additional chapters were organized in Clinton, Council Bluffs, Des Moines, Dubuque, Henry County, Muscatine, and Webster County. The formation of these chapters was no doubt stimulated by the approaching war clouds: they were organized with the idea of engaging actively in Red Cross work.[93]

GROWTH OF CHAPTERS AFTER DECLARATION OF WAR

No sooner had the United States declared that a state of war existed than persons in all parts of Iowa became inspired with a desire to have a Red Cross chapter established in their particular county, city, town, or village. Since it was necessary to have a charter from the American National Red Cross before an authorized chapter could be established, there was a big demand for Red Cross charters. To secure a charter it was necessary to obtain the signature of ten persons to a formal petition. These persons were required to designate a temporary chairman and secretary and then forward the petition, accompanied by the dues of the signers, to the proper Red Cross officials.[94]

In order to form a chapter in Iowa the petition had to be sent to Mr. O'Connor of the Central Division who was empowered to authorize the chapters and determine their jurisdictions. It was to facilitate this work that the State directors, including Mr. Weaver of Iowa, were appointed.[95]

Mr. Weaver entered enthusiastically into the work of organization. He held meetings in many sections of the State, speaking and engendering enthusiasm for the cause which he represented. So great was the demand for him that he could not begin to meet all the requests for speaking engagements, and so he drew others into the work to assist him. The organization program progressed rapidly and the number of Red Cross units increased by leaps and bounds. The great factor in bringing results was not any particular individual, according to Mr. Weaver, "but the unbounded zeal of the people of Iowa themselves in responding to the nation's need. The enthusiasm as shown in chapter organization . . . . has been unsurpassed anywhere."[96]

Twenty-four Red Cross chapters were in operation in Iowa when Mr. Weaver began his duties as State director on the first day of May. By the end of the next two weeks the number had increased over two hundred per cent, there

being seventy-five chapters in good working order with a number of others in the process of organization.[97]

Iowa led all the States of the Union in the number of chapters formed during June, 1917, according to the reports of the Bureau of Chapters which showed eighty-one for the month. Michigan, also in the Central Division, was second with forty-six new chapters. At the end of the same month, Iowa, with one hundred and twelve active chapters, had more than any other State. New York stood second with one hundred and ten and Pennsylvania third with ninety-six. The number of chapters in the other States of the Central Division at this time was Michigan sixty-nine, Illinois sixty-eight, Wisconsin fifty, and Nebraska thirty-six.

The foregoing figures, however, cover only those chapters which had been recognized by and placed upon the records of the American National Red Cross. There were many more fully organized chapters in Iowa which had not been officially recorded at national headquarters. Figures given out by the Iowa State director showed that by the middle of June there were one hundred and forty chapters, with at least one organization in each of the ninety-nine counties.[98]

Practically all of Iowa was organized when

Mr. Weaver resigned and Dr. Kepford succeeded him in July. After assuming the duties of State director, Dr. Kepford issued few additional charters: he devoted his time to increasing the efficiency of the chapters already formed. Only eleven charters were issued after the first of August, 1917. The maximum number of chapters in the State was reached during October, 1917, when there were one hundred and sixty-seven. Later the policy was adopted of consolidating the smaller units into county chapters. As a result of this policy the number of chapters had been reduced by June 30, 1919, to one hundred and twenty-eight.[99]

When the chapters were once organized they in turn organized branches and auxiliaries within their jurisdiction. By August 1, 1917, it appears that in addition to the chapters there were 430 branches in the State. By August of the following year there were 1158 branches and auxiliaries; and by August, 1919, there were 1351. Of these, 964 were branches and 387 were auxiliaries.[100]

While the large number of chapters formed in Iowa is a good indication of the Red Cross spirit and enthusiasm which so rapidly permeated the State, it does not necessarily indicate a more rapid or better organization than that which took place in other States. The number

of chapters formed was no criterion of the extent to which a State was organized. In truth, the large number of chapters formed in Iowa was due to the fact that in so many counties two or even more chapters were granted charters, instead of adhering more closely to the general Red Cross policy of establishing, so far as possible, chapters with county jurisdictions.

PROBLEMS OF ORGANIZATION AND OPERATION

Little or no difficulty was found in bringing about the establishment of Red Cross chapters throughout the State of Iowa: in practically every place there were those who were eager to assume the responsibility of organizing a chapter. But there were a few communities in which there seemed to be no general interest in Red Cross work, although chapters had been established. A field secretary of the Central Division, after visiting a chapter in one of Iowa's rural communities, reported that the people there "did not seem to be interested in anything but corn and rain." He stated that he met no men and as far as he could see the chapter "was a womans Red Cross Sewing Society."[101]

To facilitate the formation and organization of Red Cross chapters, branches, and auxiliaries, certain plans and suggestions as to

procedure were mapped out by the national, division, and State Red Cross officials. These plans embodied the general policies regarding the organization and operation of local units. In certain cases it was required that such policies be strictly adhered to; in others they were simply offered as suggestions which did not have to be followed in full.

For the most part those organizing the chapters followed the plans and suggestions furnished by Red Cross officials, and, inspired by the proper Red Cross spirit, carried forward the work with few difficulties. They settled matters on the basis of the greatest good to the Red Cross and coöperated to make their chapter a success. At the same time there were some exceptions: serious obstacles were encountered in some places, and the State director and Central Division representatives were not infrequently called in to settle difficulties. In fact, a considerable portion of the time of State Director Kepford was spent in dealing with such situations. Only by noting some of the problems which arose can one secure any adequate idea of the task of the State director.

LACK OF CO-OPERATION

Those initiating a movement to form a chapter were urged to include in their organization

the representatives of all the chief civic elements in the community. The first State director, Mr. Weaver, early emphasized this point in the instructions he sent out regarding the formation of chapters. One of the circulars sent from his office reads:

> The American Red Cross is not a physician's society, nor a woman's club nor a nurse's organization but is desirous of drawing to its support the many phases of the city's life — the commercial organizations, the manufacturers, physicians, lawyers, ministers, representatives of labor, merchants, the G. A. R., women's clubs, etc., etc., to the end that the whole organized life of the district may have a real interest in the American Red Cross.[102]

This advice was at times ignored in starting Iowa chapters, and some that were organized did not by any means represent the town or county as a whole. Perhaps in some instances this was due to a failure to realize the importance of such action, but in others it evidently was the result of the existence of local factions, jealousies, or disputes. The result usually was misunderstanding, hard feeling, and a decided lack of coöperation in Red Cross affairs.

An unusual amount of difficulty arose in one town where a chapter was formed with only a very few of the local interests represented. As a result of the dissatisfaction a public meeting

was called in which everyone was invited to participate. After having reached an understanding with the first group that it would surrender its charter, a new chapter was formed, and in due time a new charter was issued by the Red Cross. Later the first group decided to retain its charter, claiming to be the authorized Red Cross body for that place. The resulting dispute continued for some time until Red Cross officials ultimately decided that the last formed chapter should continue and ordered the first to surrender its charter and cease all operations in the name of the Red Cross. Such a situation could not help but result in great injury to the cause in the locality concerned.[103]

Difficulties of a somewhat similar nature were experienced in another town of the same county. Here an "Independent Society" was organized, and without affiliating with the recognized Red Cross chapter at that place initiated plans of its own for raising money and making supplies in the name of the Red Cross. The bitter dispute which ensued did not end until the "Independent Society" was ordered by District Attorney F. A. O'Connor to cease all operations carried on in the name of the Red Cross.[104]

Lack of coöperation was not always necessarily due to the failure to include all civic

interests in the organization, but was sometimes the outcome of little local quarrels and jealousies. While these differences did not often result in any big split in the community, they nevertheless had the effect of causing individuals or minor groups to refuse to coöperate with the authorized Red Cross chapter. Thus a "Navy League" and a "Surgical Dressings Unit" were formed in one Iowa city and they set out to do work like that done by the Red Cross, but they would not affiliate with the chapter. One of the organizations finally gave in and joined with the Red Cross, but the other continued to go its own way.[105] A woman who had been serving as a committee chairman for a certain county chapter resigned when she was not permitted to do things according to her own wishes. After resigning she exerted her influence to get others to quit and she advised some of the rural communities to organize branches to work separately and independently of the county chapter.[106]

In another place the State director found it necessary to close the workroom of a branch of a county chapter due to the inability of the people of the locality to overcome petty differences. Regarding his action in this case, the State director wrote: "These people are in a local controversy and I have deemed it advisable to

let them cool off a while before they begin work again."[107]

QUESTIONS OF JURISDICTION

Each chapter upon being granted a charter was assigned a certain territory over which it had jurisdiction and within which it was responsible for the organization of branches and auxiliaries. The system of establishing one chapter in each county with headquarters at the county seat and with jurisdiction over the entire county was preferred by the Central Division, the purpose being to keep down the number of chapters. Since the chapters had to deal directly with the division headquarters it would have been very cumbersome if every city and village had been given its own chapter, and the task of supervising such a great number of separate chapters would have involved an immense amount of work and expenditure of funds. At the same time the establishment of more than one chapter in a county was permitted where competitive conditions, lack of railroad facilities, or other reasons warranted an exception to the rule.[108]

It appears that the question of jurisdiction was one that was likely to lead to trouble, both in its original determination and its subsequent enforcement. Clearly the wish of the Red

Cross was for county chapters where feasible; and the first State director, Mr. Weaver, in printed matter sent from his office pointed out the advisability of organizing chapters on county lines. If he had not anticipated the obstacles that would be met in enforcing this suggestion, he must have had them impressed upon him very emphatically by the letters which came to him from many parts of the State: there seemed to be no limit to the number of objections that could be raised against such an arrangement.[109]

It is not surprising that many towns and villages should have wanted their own individual chapter. In a great many of the counties, however, the persons most interested were quite willing to overlook their own preferences and do whatever the Red Cross asked of them. Where such a Red Cross spirit prevailed, county chapters were established with little difficulty. But there were other counties where no such spirit dominated and where opposition to county chapters was very pronounced. Substantial reasons for such opposition sometimes existed; but in other instances it was the result of conditions that should have been overlooked in any such patriotic endeavor as the Red Cross.

Perhaps the greatest obstacle to the forma-

tion of county chapters was the rivalries and even hard feelings that so often exist between the towns of a particular county. In Iowa where there are small towns of about the same size and importance in many of the counties local jealousies are sometimes very strong. Many of the smaller towns could not, at least not without a protest, stand by and see formed in another town a Red Cross chapter, of which all other such organizations in the same county would be merely branches. If one town secured a chapter that was sufficient reason for the others to strive for the same recognition. The proposal to locate the chapter at the county seat only added to the difficulty in many places: indeed, the very fact that a town is the county seat is likely to cause it to be all the more envied by other towns in the same county. The outgrowth of such a situation was a feeling that such communities could not unite and work harmoniously. Not only was there sometimes opposition to becoming a branch under such circumstances, but towns sometimes hesitated to take a charter which called upon them to supervise the Red Cross work in rival communities.

Many letters relating to this problem were directed to Red Cross officials. From one chapter chairman came the statement that we "have

formed no branch chapters, they wanted a chapter at ——— also at ———, but did not want a branch, and we have no objections to their having a chapter, and not a branch, as they have a little local pride (which is alright) and they will do much more if they have an independent chapter of their own."[110]

In asking that the jurisdiction over certain branches be given to his chapter instead of to another chapter in the same county, a chapter representative wrote: "We raised by far the most money and we have a store from which they buy their goods and are better prepared to take care of them but the main point is that, as the county seat, we should have them. We do not want ——— because we could not get along with the people up there, nor they with us."[111]

A letter from a village located in a county where there were already six Red Cross chapters stated that this place was trying to form a chapter of its own and thus avoid working under the other town, because of the "business friction" which existed between the two.[112]

Other conditions arose which made it appear illogical to establish county chapters in particular instances. More natural boundaries were often urged. A town or rural community was sometimes located in one county, while prac-

tically all the people in that vicinity went to a town in an adjoining county for all matters of business or pleasure. In such cases they naturally felt more or less a part of the town with which they had intercourse. In other Iowa counties there were natural boundaries which practically divided the counties into separate units, so far as any intercourse was concerned.

Again railroad connections made intercourse between different sections of the same counties very unsatisfactory. There are instances where it takes longer to send mail between two towns in the same county than it takes to send it to Chicago from the same places. Such were the situations and conditions which were advanced as reasons for opposing the county plan of organizing Red Cross chapters.

Nor did jurisdictional disputes cease after the chapters had been organized. In granting many of the early charters the jurisdiction of the chapter was not made definite, which later furnished ground for disputes. Even where the jurisdiction of chapters had been definitely stated contests sometimes arose, and occasionally the State director changed the territories assigned to chapters with a view to securing better relations. In one Iowa county where three chapters were established there were disputes from the beginning as to their jurisdic-

tions. One chapter would insist on having a particular branch under its control and another would claim it as being in its assigned territory. The difficulties were augmented by the desire of branches in one chapter jurisdiction to work with one of the other chapters and the desire of one or two other branches to have a chapter of their own.[113]

Not infrequently one chapter would infringe upon the territory of another: in a membership drive or in a campaign for funds a canvass would be made by one chapter in territory belonging to an adjoining chapter. Hard feeling was usually engendered as a result of such actions. A few chapters even allowed branches of other chapters to work through them instead of through the parent chapters.

In studying the jurisdiction of the chapters established in Iowa one finds that in a great many cases county lines were not followed. At the time when Iowa had one hundred and sixty-seven authorized chapters, there were only fifty-seven of the ninety-nine counties that had but one chapter: twenty-three counties had two chapters each; ten had three each; one had four; one had five; and four had six chapters each. In one instance three counties were united into a single chapter — Pottawattamie, Harrison, and Mills counties being grouped to-

gether with the chapter headquarters at Council Bluffs.[114]

Although starting with the idea of forming county chapters wherever practicable, State officials seem to have ended a long way from that goal. Once exceptions were made to the rule, the more difficult it became to abide by the plan. With two chapters in one county it was hard to convince a neighboring county that it should have but one. And with two chapters in a county it was difficult to convince other towns in the same county that there could not just as well be more. The result was the organization of a great number of chapters in Iowa, many of them with very small jurisdictions. The fact that four different counties each had six chapters within their borders means that almost every town of any size in these counties had its own chapter.

It does not appear that this situation made for the best results: a great deal of the trouble over jurisdictions came from counties with two or more chapters. Furthermore, the great number of chapters added materially to the work of the State and Central Division representatives. The success with which many of the county organizations operated shows the feasibility of that system. The fact that the Council Bluffs chapter, with three counties

under its jurisdiction, was a very efficient one shows that a large territory could be managed by a well organized chapter. Frederick W. Stevens, the Michigan State director, clung absolutely to the county plan in organizing his State. There are eighty-three counties in Michigan and eighty-three county chapters were established. There were a few exceptions at the beginning, but these were soon eliminated. Mr. Stevens pointed out, however, that such procedure might not have been practical in every State, for he realized that geographical and other conditions might affect the situation.

The desirability of having more county chapters in Iowa was recognized as the Red Cross work developed; and so steps were eventually taken to consolidate smaller units into county chapters as rapidly as possible. By the time the armistice was signed in November, 1918, several consolidations had taken place. During the next few months the State director and Central Division workers devoted much time to this problem. By the end of June, 1919, the one hundred and sixty-seven Iowa chapters had been reduced to one hundred and twenty-eight. The process of consolidation, however, was a very slow one, for many of the chapters were very reluctant to surrender their charters and reorganize. Some there were who did it gladly,

realizing that it was for the good of the Red Cross; others did so unwillingly; and some refused outright to give up their charters. The result was that in a few instances where reorganization did take place, it resulted in ill feeling and a lack of coöperation under the new arrangement.[115]

WORKING ORGANIZATIONS OF LOCAL UNITS

As a means of assisting the chapters in building up a working organization and in order to assure some degree of uniformity, plans were formulated by the Bureau of Development of the Central Division as to how chapters should be constituted. It was not necessary that such plans be followed precisely in all particulars: each community was free to adapt the general plan to its own particular conditions.

The plan suggested by the Bureau of Development provided for a board of directors as the governing body for each chapter. It recommended that this board consist of from twelve to thirty-six members, with a partial change each year. The directors, it advised, should be elected annually by the chapter members. The officers proposed for a chapter were a chairman, a vice chairman, a secretary, a treasurer, and an executive committee of from five to nine members. All officers and the executive com-

mittee were to be elected by the board of directors. The executive committee in turn was to appoint numerous committees to take charge of the various branches of the Red Cross activities carried on by the chapter.[116]

While the plan included the naming of fifteen committees, it depended largely upon the size of a chapter and upon local conditions as to what committees were necessary or desirable. The committees suggested were the following: (1) hospital supplies and garments, (2) surgical dressings, (3) general supplies, knitting, and similar activities, (4) instruction for women, (5) finance, (6) membership, (7) organization of branches and auxiliaries, (8) school auxiliaries, (9) first aid, (10) coöperation, (11) publicity, (12) canteen service, (13) civilian relief, (14) warehousing and shipping, and (15) purchasing and distribution. The work of each of these committees corresponded to a particular bureau of the Central Division with which it coöperated.[117]

This list includes the committees suggested early in the period of Red Cross development. From time to time as new situations arose and the need for other committees appeared, chapters were asked to appoint them. Thus, during the influenza epidemic, chapters were urged to appoint committees to aid in fighting the dis-

ease and caring for the victims. Likewise, early in 1918, chapters were requested to name conservation committees to coördinate the Red Cross with all other agencies working for the conservation of food.[118]

While it is true that various types of organization were to be found in Iowa, the chapters and branches were generally organized along the lines just described — the number of committees varying with different chapters and branches, depending on the extent of their work. There were a few communities in the State which developed their own ideas of organization, some of which proved quite successful.

The Iowa City chapter with jurisdiction over Johnson County can be considered as fairly representative of many of the Iowa chapters, excepting that it did not have a board of directors. This chapter had the regular officers, including the executive committee which was the governing body. Since all the members of the executive committee were women, an advisory board made up of three men was created to act in an advisory capacity to the executive committee. The committees which were originally appointed were: (1) hospital supplies and garments, (2) surgical dressings, (3) knitting, (4) refugee garments, (5) finance, (6) membership, (7) branches and auxiliaries, (8)

Junior Red Cross, (9) publicity, (10) canteen service, (11) home service, (12) disaster relief, (13) nurses, (14) purchasing, and (15) inspecting and packing.[119]

The Winneshiek County chapter, with headquarters at Decorah, worked out a system of units for promoting Red Cross work. Here groups composed of from ten to fifteen women were organized throughout the county. Indeed, practically all women in the county who were doing Red Cross work belonged to some unit; and all work was handled through this organization. A captain was given command of each unit through whom all assignments for work were made, and she was responsible for the work-hour arrangement of her group. In case a Red Cross meeting was desired everyone interested could be quickly notified through the group captains. The system produced satisfactory results.[120]

BRANCHES AND AUXILIARIES

Branches and auxiliaries played no small part in the Red Cross program. Many suggestions were forwarded to chapters for their guidance in the formation and conduct of these units. Branches were really miniature chapters: they carried on the same work as the chapters and were organized with the same offi-

cers and committees, except that they had no board of directors. Branches could and should have had representatives on the chapter board of directors. As a part of the chapter the branch was supervised by the chapter — a relationship that was likened to that of parent and child.[121]

The branches were to look to the chapter for all directions: they were not to communicate with the Central Division, as all branch correspondence was to be conducted through the chapters. Any information needed by the branches was to be secured from the chapter. Instructions and information from the Central Division were sent to the chapters and in turn sent by them to the branches. It was an obligation of the branch to coöperate with its chapter in all ways possible for the furtherance of the Red Cross cause. On the other hand, the chapters were required to keep in close touch with the branches and see that they received all new orders and information necessary to carry on efficiently. Complete reports of all branch activities were to be made to the chapters.[122]

In the production of supplies, chapters were responsible for the work of the branches: they assigned quotas and were charged with the supervision of branch workers. It was advised that the branches ship their finished goods to

their chapter headquarters for inspection and reshipment. Yet it was permissible for the branches to ship directly to Chicago or Des Moines if this was considered advisable and permission to do so had been granted by the chapter concerned.[123]

Concerning questions of finance, considerable leeway was given the chapters and branches to make their own arrangements. The branches could turn all their funds into the chapter treasury and be financed by the chapter; the branch might retain all its funds and finance its own work; or an intermediate plan could be formulated. This was a matter to be decided by those concerned. In any case complete financial reports were required of the branches by the chapters.[124]

Red Cross auxiliaries did not play as large a part in the Red Cross scheme as did the branches. The latter were favored, the policy being not to organize auxiliaries where branches could be used. Auxiliaries could be formed by either chapters or branches. Their relation to the parent organization was much like that of the branches to chapters, since they were completely under the control of the chapter or branch authorizing their establishment. No organization could carry on work under the name of a Red Cross auxiliary unless sanctioned

by the chapter or branch in that jurisdiction.[125]

It appears that chapters did not always proceed to organize branches in their jurisdiction as they were expected to do. Frequently they did not give the organization and operation of branches that attention which was necessary to get them to function efficiently. State Director Kepford discovered that in some places, although branches had been established, they had never been properly organized, but "like Topsy, 'just growed'."[126]

Sometimes the chapter was to blame for such conditions; sometimes it was the fault of those in the branch territory. Chapters there were which were very slow to take any steps to form branches. On the other hand, even when some chapters worked enthusiastically to get their whole territory lined up for the Red Cross, they had difficulty in accomplishing satisfactory results because of the objection of some communities to becoming branch organizations.

It depended to a large extent upon the size of a chapter jurisdiction as to how many subsidiary units were formed. Some chapters seemed to favor auxiliaries rather than branches, but most of the chapters adhered to the rule of using branches wherever possible. The auxiliaries established by some chapters in smaller towns and villages of the State were practically

branches and functioned as branches. Auxiliaries were theoretically only temporary organizations authorized to do particular kinds of work. In Woodbury County, for example, branches were established in the various towns of the county, while clubs and other groups in Sioux City formed auxiliaries to do special work. Twenty-eight such auxiliaries were authorized in Sioux City.[127]

The extent to which these minor units were used may be briefly indicated. Council Bluffs, with a jurisdiction over three counties, had about forty branches; Marshall and Webster counties had twenty-three each; and Wapello and Plymouth counties had twenty-one each. None of these chapters had a large number of auxiliaries. Waterloo, on the other hand, had fifty-two auxiliaries and only five branches; Woodbury County had forty auxiliaries and fifteen branches; Mahaska County had thirty-five auxiliaries and sixteen branches; and Adams County had eighteen auxiliaries and one branch. Among the smaller chapters are found those which had neither a branch nor an anxiliary.[128]

Once organized the Iowa chapters and branches did not always find themselves in perfect harmony. The comparison of their relation to that of a parent and child proved too

true in more than one respect. The children sometimes misbehaved, and the parents were sometimes guilty of negligence. Chapter officials complained that their branches would not follow their instructions and would not report to them as required. Branches complained that the chapters did not keep them posted as to new instructions and orders and did not seem to be interested in branch activities. This caused the branches to try to go over the head of the chapter directly to the State director or Central Division.

Unless permission was granted by the chapter to branches to ship their finished products directly, they were required to send them to the chapter. Chapters hesitated as a rule to grant such permission, preferring to collect all the goods and inspect them so as to be sure of their quality. There were instances in which branches were permitted to ship directly and, as a result of inferior goods sent in by them, a chapter's record for perfect work was marred. Yet the branches sometimes felt that by sending their products to the chapter, the branches as such were given no credit for the work at Des Moines or Chicago. This thought irritated them: they wanted credit for what they did.

Inspection by the chapter was not always satisfactory to the branches. When a chapter

returned certain goods to a branch as not having passed inspection, the latter was sometimes annoyed. Too often there was a feeling that the chapter was merely trying to exert its authority. This feeling was only increased by such incidents as the following. An Iowa branch had a shipment returned from its chapter as rejected. The branch then shipped the same directly to Des Moines, where by some misunderstanding it was accepted, although the branch did not have permission to ship directly; and this same shipment which had been rejected by the chapter inspector was accepted by those at the Des Moines shipping station.[129]

Another opening for disagreement was afforded by the practice of allowing the chapters and branches to determine their own financial policy. Many chapters urged the branches to turn their funds into the chapter treasury and in turn be financed by the chapter — a suggestion that was often opposed by the branches on the ground that money raised in the community should be retained for the use of the branch and expended as it should see fit. Concerning this problem State Director Kepford wrote: "While branches should be allowed a very wide margin of individual cooperation, yet branches should feel they are a part of the chapter and that funds contributed are to be used in any part of

the jurisdiction, if deemed necessary by the chapter officials"; and he tells of an instance where a chapter had a number of branches. One branch was located in a village, surrounded by a wealthy community. It had much more money than the workers in that branch could use. Another branch was composed largely of laboring people. There were many women to work, but they lacked funds. The chapter officials, by taking the funds of the one branch to buy materials for the workers of the other, utilized the full power of both branches.[130]

A method which was adopted in a few places in the State to overcome the friction between chapters and branches may be illustrated from Jones County. Here ten units, practically the same in general make-up as branches, were created, one in each populous center. The county organization was set up separately from all the units and was merely the governing body. The county headquarters were located at Anamosa, yet Anamosa had a unit or branch the same as any other town in the county. Anamosa was on the same basis as the smallest village. The chairman of this chapter in commenting on the plan said: "This tends to strike out jealousy and envy, and makes all units and all workers feel they have equal place in offering their endeavor and in making sacrifice."[131]

V

Red Cross Membership

Any citizen or resident of the United States or its dependencies could become a member of the American National Red Cross by the payment of the required dues, the amount of which depended upon the class of membership desired.

CLASSES OF MEMBERSHIP

There were six classes of membership provided for individuals — annual, magazine, contributing, sustaining, life, and patron. For an annual membership the dues were one dollar; for a magazine membership which entitled one to receive *The Red Cross Magazine,* two dollars was the fee. Annual dues for a contributing member were five dollars, for a sustaining membership ten dollars. For a life membership the fee was fifty dollars; while the payment of one hundred dollars made one a patron of the American Red Cross. Any nurse enrolled in the Red Cross Nursing Service automatically became a Red Cross member without the payment of any membership fee. Any person who had rendered specially distinguished

service might, by a vote of two-thirds of those present at any annual meeting of the General Board, be made an honorary Red Cross member.[132]

In addition to individual memberships, collective memberships were established. Charity organization societies could become institutional members of the Red Cross upon the approval of the Central Committee. Institutional members were for the most part charity organization societies of the large cities, and they served as executive agents of the Red Cross in their districts in case of disasters. Their services were called for only in the field of civilian relief.[133] State or Territorial societies of nurses, or similar organizations of physicians created for Red Cross work, if accepted by the Central Committee, could be enrolled as members. Each collective membership was entitled to send a delegate to meetings of the General Board.[134]

On September 3, 1917, the plan for a junior membership was adopted. It permitted any public, private, or parochial school in the United States, or its dependencies, to join the Junior Red Cross and become a Junior Auxiliary by the payment of dues equal to twenty-five cents for each pupil. In case a school was unable to make the payment for dues it could still become a Junior Auxiliary of the Red

Cross by each pupil's giving a pledge to do earnest and faithful work for the Red Cross. Every boy and girl, in a school accepted as a Junior Auxiliary, automatically became a member of the American Red Cross.[135]

EARLY GROWTH OF MEMBERSHIP

National and Central Division.— The American National Red Cross, in 1910, had approximately 15,000 members.[136] When the war broke out in Europe some four years later there were only about 16,000.[137] In March, 1916, the membership stood at 27,000.[138] At that time a campaign was inaugurated to raise the Red Cross membership to 1,000,000, and in many places satisfactory results were secured. In ten days Chicago raised its membership from less than 1000 to 13,000 and the District of Columbia increased its membership from 1000 to 7000.[139]

The goal of a million members was slow in being reached, however, and by the middle of May the membership stood at only 75,000.[140] On December 1, 1916, there were 286,400 Red Cross members;[141] and by the first of the following February, just before diplomatic relations with Germany were severed, 299,000 persons were enrolled.[142] At the time of the creation of the Red Cross War Council in May, 1917, the members numbered only 486,194.[143]

From that time on, however, the membership increased rapidly. In July, 1917, there were over 1,500,000 members.[144] By the middle of August there were almost 3,500,000;[145] and on November 1, there were 6,385,000. At this time the Central Division had a membership of 2,000,000, almost double that of any other division. Next to the Central Division came the Atlantic Division with 1,011,000 members and then the Lake Division with 834,000 members.[146]

Iowa.— There were few Red Cross members in Iowa when diplomatic relations were broken with Germany in February, 1917. The total membership was made up mostly of the members of the nine Red Cross chapters then in existence in the State, none of which had any great number of members. But about this time the interest in Red Cross work increased; the number of chapters grew; and a corresponding rise took place in the membership.

Des Moines was among the first to stage an enthusiastic membership campaign. This drive occurred in March, 1917. To begin with Des Moines had about 2000 members. Those backing the campaign proposed to increase the number to 5000 and thereby make the Des Moines chapter the largest in the United States in proportion to the population.[147] J. J. O'Con-

nor of Chicago visited Des Moines and helped lay plans for the drive.[148] W. A. Frost of Buffalo, New York, who was engaged by the national organization to boost the Red Cross membership, spoke in the city at the beginning of the drive and was followed a few days later by G. W. Simmons of St. Louis, vice president of the Simmons Hardware Company. Although Mr. O'Connor was to have been on hand again to lend his assistance during the canvass, he found it necessary to go to Indiana and administer relief to a storm devastated district.[149]

The canvass for members was scheduled to begin on the twelfth of March, but during the first week the only work was that done in the residence district where approximately $1600 was collected in membership fees.[150] A big mass meeting was held at the Chamber of Commerce on March 22nd. Just as a starter for a whirlwind campaign to take place on the following Friday and Saturday, business men present at the rally pledged over 1300 new members. Charles H. Wacker, head of the Chicago Planning Commission, addressed the meeting on Red Cross work.[151]

John P. Wallace was general chairman and under him were several teams of workers, with a captain in charge of each. Recruiting stations were opened in twelve of the downtown

stores and girl and boy scouts put in charge. Adopting the slogan, "For the Service of Humanity", the workers set out to make a thorough canvass of the business district.[152] To create interest in Red Cross work the boy scouts demonstrated first aid methods on the street corners and in the windows at headquarters. Two small children, a girl of eleven and a boy of nine, alternated with the boy scouts in first aid demonstrations at the latter place.[153]

Specific instances may be given to indicate the nature of the campaign and the results. One group of workers, soliciting the lumber yards and woodworking establishments, secured over 300 new members and a total of $800 in dues. Included in the list was a life membership at $25 for the head of every such firm in the city. Among the printers and publishers 611 members were added, practically every establishment registering one hundred per cent. The Junior Chamber of Commerce was responsible for nearly 150 members. To Hal Ray fell individual honors, he having added 390 names to the roll and $775 to the funds of the Red Cross.[154]

The result of the two days activities was summed up by Mr. Wallace. "Our appeal has been answered from every quarter. The workingman, the workingwoman, the big man in

business, the clerks in the store, the high school boys and girls, factory employees, printers, electrotypers, the automobile men, the lumbermen and woodworkers — in short, every line of business from the highest to the lowest, has responded to our call. . . . The Red Cross campaign marks a new era for our city. Des Moines now stands first, according to population, in Red Cross membership." The goal of 5000 had not only been achieved but was surpassed by more than 1000 members.[155]

After the Des Moines campaign the Red Cross developed rapidly in Iowa. Numerous chapters were formed and many membership campaigns were conducted. Many chapters with a considerable membership were to be found early in May. Among these were Des Moines with 8500, Davenport with 5000 and Cedar Rapids with 3500 members.[156] By the middle of June almost every county had been through a membership campaign, and over 100,000 Red Cross members were to be found in the State.[157]

One of the early campaigns was carried on in Jones County by the county chapter. The following letter from the chapter chairman best describes the interesting method used:

The first campaigns were all conducted through public meetings. No matter how small the com-

munity, no matter how small the assemblage, no matter how dismal the outlook, the meetings were always held the same. The spirit is what counts and here in Jones County when we talk Red Cross we talk as though we were addressing a million even though there be but two.

Whenever possible we avoid the churches, keeping away from the jealousies which sometimes we regret to say are even to be found in congregations. This is not always practical. When it isn't, the proper way is to bring the leaders of the flocks together for a union meeting. We had one or two of these that were large in results.

The only sermon that I ever preached was at a Sunday morning meeting of this character in a community of 200 people, and 125 men and women hit the Red Cross trail for mercy's salvation in that meeting.

The best method of advertising these meetings is through the children. Arrange a children's program and you will get news of your meeting into every home in the community, and there will be an outpouring to see the children carry out their part of the work. . . .

Our campaign was accomplished in a systematic manner. With one or two exceptions the speaking campaign was done with a team of five. These were representative men in the county.

We had one who was a good story teller — a fellow to get the crowd out of its stiffness. We had one to outline the financial aspect of this war, and the finan-

cial aspects of losses by bloodshed and possible indemnity. . . . We had a Spanish war veteran to tell some of the things for which the boys suffered in that campaign. We had another to present the Red Cross system and acquaint people with its aims and work. For the final blow, and in this county I delivered that myself, we wound up with a militant, evangelistic campaign for membership. Always, in every meeting there was stationed first a man at the door with a proper blank. We never let any guilty wretch escape without a chance to declare himself. Others were always chosen in plenty for the canvass of the audience. The appeal was always in the name of humanity, and always with a challenge to anyone to give a single reason why the community should not have Red Cross workers. The canvass was always prefaced with a demand for all who were against the establishment of Red Cross work to rise, and always with an order for all who were for it, to do the same. We always got the vote and we always got the members.

This part of the campaign netted us many memberships. It was pioneer work. It was followed by active work in soliciting by personal canvass — house to house, or in similar manner.

On July 17, 1917, Jones County had a list of 4000 members.[158]

A statewide campaign for additional members was started in September, 1917. Approximately 200,000 members were then on the roll;

the State director had set the goal at 500,000. Upon the suggestion of Dr. Kepford, Mrs. W. L. Harding, wife of the Governor, announced that she would make a large silk American flag to be presented to the county enrolling the largest per cent of its population. The response from all sections of the State was prompt, and rapid increases in the number of Red Cross members followed.[159]

Adams County was leading in the contest on October 1st, with 29.5 per cent of its population enrolled. Shelby had 29 per cent, Plymouth 27 per cent, Washington 26.5 per cent, Allamakee and Calhoun 25.3 per cent, and Lee 20 per cent. There were nineteen counties with a standing of 15 per cent or better. A month later Dickinson County was on top with a mark of 31 per cent; while Adams, Shelby, Allamakee, Washington, and Calhoun were all above 25 per cent. Thirty-seven counties had now passed the 15 per cent mark. Based on reports of 126 out of the 164 chapters, it was estimated that 12 per cent of the people of Iowa were enlisted under the Red Cross banner.[160]

December 1, 1917, had been set as the date for closing the contest; but before this date was reached plans were inaugurated for a great nation-wide drive for members during the Christmas season. Consequently the Iowa cam-

paign was extended to include the Red Cross Christmas Membership Campaign.[161]

THE CHRISTMAS MEMBERSHIP CAMPAIGN IN 1917

Toward the close of 1917 the Red Cross determined to raise its membership to 15,000,000, which meant that it would be necessary to add nearly 10,000,000 new members. At a conference held in Washington, at which representatives of each of the divisions were present, the general features of the campaign were worked out.[162] A National Membership Campaign Committee was named to take general charge of the campaign and Theodore N. Vail, President of the American Telegraph and Telephone Company, accepted the chairmanship. Dr. H. N. MacCracken, President of Vassar College, was named executive secretary, and George S. Fowler became business manager. The other members of the Committee were James Cardinal Gibbons of Baltimore, Bishop William Lawrence of Boston, Dr. Henry Van Dyke of Princeton, Benjamin Gratz of St. Louis, Hervey Lindley of Seattle, John W. Britton of San Francisco, John P. Mitchell of New York, B. Ban Johnson of Chicago, Henry Watterson of Louisville, Kentucky, Frank N. Doubleday of Garden City, New York, Mrs. William G. McAdoo of Washington, D. C., and Mrs. Finley J. Shepard of New York City.[163]

It was decided "that the greatest advantage would come to the Red Cross and to the country from linking together the spirit of the Red Cross and the spirit of Christmas."[164] To attain this purpose the date of the campaign was set for the week before Christmas. Thus, the first Christmas in the war was to be made a Red Cross Christmas. The campaign was called the Red Cross Christmas Membership Campaign, and the national committee in charge became the Red Cross Christmas Membership Campaign Committee. Plans for conducting the campaign were rapidly developed, the idea of the Christmas spirit being introduced wherever possible.

Adopting the slogan, "Make it a Red Cross Christmas", the National Committee laid plans to accomplish the task marked out for it. The primary aim of the campaign, it was decreed, should be to secure annual memberships, although it was considered desirable to secure a subscribing membership in as many households as possible in order to have *The Red Cross Magazine* in the homes. Persons who were already members were to be urged to renew their enrollment at this time, so as to make all memberships terminate with the end of the calendar year. Everyone was urged to take a Christmas membership.

An increased membership was not the only purpose in initiating this campaign: the Red Cross desired a more active support from the general public, and it was hoped at this time to turn "passive friends into active workers." All those who joined the Red Cross were to be made to feel that they had not fulfilled their full duty by merely paying their dues: the Red Cross wanted to win the real, live, active support of every member.[165]

The scheme of organization adopted for the campaign provided for a committee in each division similar to the National Red Cross Membership Campaign Committee. The divisional committees were to look to the national body for the determination of general methods and policies; it then became the function of these committees to interpret the policy of the campaign to the chapters in their district and to guide them during its progress.[166]

As a suggestion for local chapters the following plan was proposed by the national committee. Each chapter chairman, with the consent of the executive committee, should appoint a campaign manager to have entire charge of the campaign. The campaign manager should then appoint a Christmas membership committee, including the most prominent persons, both men and women, in the chapter

territory. From the larger committee the campaign manager should select a committee of five, of which he himself would be the chairman, to aid him in the actual conduct of the campaign. This committee was to be made responsible for the approval of expenditures, plans, and financial matters, and for the supervision and stimulation of the campaigners.[167]

The plan also provided that the campaign manager should appoint a publicity committee, a treasurer (if advisable to secure someone in addition to the regular treasurer), and a speakers' bureau. An office manager (a volunteer if possible) was to be secured to take charge of the office and supervise the stenographic and clerical work. A further suggestion was that it would be advisable to have a citizens' committee composed of a large number of prominent people, who would constitute the active enrolling force during the campaign. Included in the membership of the citizens' committee should be persons whose names might add prestige to the organization and persons representing all the various activities in the district. The committee ought to include all interests and might well be a large committee, as it would furnish a means of publicity and a supply of interested people to use upon the enrollment committees.[168]

This outline of organization was suggested by the National Christmas Campaign Committee in order to help the chapters, but the chapters were under no obligation to follow these suggestions. In fact, it was fully realized that no set of instructions could take the place of the energy, experience, and imagination of those in the local organizations. Directions to the local chapters stated that any suggestions made were "intended to augment and not supplant chapter initiative."[169]

To assist chapters in the actual canvass for members several plans of procedure were outlined, and they were left to choose those best suited to their territory. Ten plans in all were outlined, by which it was aimed to reach all classes and groups in any community. It was thought that in some communities several of the plans might be used, while in other places those in charge of the campaign might prefer to rely upon plans of their own making. A separate committee was to be appointed from the citizens' committee to carry out each of the plans selected by the chapter for use.[170]

The plans recommended by the national committee may be briefly distinguished as follows:

Plan No. 1. To cover the solicitation of State, city, and county employees.

Plan No. 2. To cover the mercantile inter-

ests, the wholesale and retail grocery trade, the drug trade, etc. The amusement interests, real estate offices, and other forms of trade organized for the most part by communities.

Plan No. 3. To cover the manufacturing interests, contractors, the department stores, the railroads, public utilities, and other large employers of labor.

Plan No. 4. To cover the banking and brokerage houses, the insurance companies, importers, selling agents, and other commercial interests, concentrated for the most part into sections.

Plan No. 5. To cover public and private schools and colleges.

Plan No. 6. To cover professional interests, physicians, dentists, nurses, lawyers, and engineers.

Plan No. 7. To cover clubs, fraternal societies and certain laboring groups of small communities such as typographical unions, etc.

Plan No. 8. To cover the plans for handling of enrollment booths, and for special solicitations such as churches, entertainments, etc., not specifically covered by some other committee.

Plan No. 9. To cover the divisioning of the community for neighborhood canvass, including foreign speaking communities and small communities tributary to the larger centers in which the chapter proper is located.

Plan No. 10. To cover the canvass of the rural sections.[171]

Very extensive preparations were made by the national committee to bring the campaign and its purposes to the attention of the general public. Posters, pamphlets, cards, and other forms of publicity matter were forwarded to the division headquarters and thence to the chapters, who were urged to secure the best possible distribution and display for the same. Special Red Cross moving pictures were secured, some of which were run in all theatres, and others that could be borrowed by chapters for their own use. It was arranged to have the Four Minute Men emphasize the Red Cross drive from December 15th until the close of the campaign. Many magazines with a national circulation agreed to give free advertising space to the Red Cross for the Christmas Campaign. The list of magazines donating space included those covering many fields — educational, humorous, juvenile, religious, scientific, and social — and had a circulation of approximately seventeen millions.[172]

A publicity campaign was likewise outlined for the chapter publicity committee to carry out in conjunction with the national campaign. Arrangements were to be made with local merchants for window displays showing articles

produced by the Red Cross. Proofs of several advertisements were prepared by the national committee and were sent to the chapters, which were urged to have local advertisers donate their space on certain days. The mayor was to be asked to issue a proclamation on the opening day of the drive and to raise the Red Cross flag over the municipal building. Local speakers' bureaus were asked to secure a record of all public meetings, benefits, and theatrical performances, and make arrangements to have them addressed by Red Cross speakers. The bureaus were also to arrange for a Red Cross sermon in every church on December 23rd.[173]

A suggestion for a schedule of events during the days of the campaign was also drawn up by the national committee and put into the hands of chapter officials. This suggested schedule, covering the days from December 17th until Christmas was as follows:

Monday, December 17.— Publication of Governor's Proclamation arranged by Division Offices. Public statement by the Chapter Chairman and by the Commanding Officer of any army or navy post within the district.

Tuesday, December 18.— Civil Employees' Day. Proclamation by the mayor. Raising of Red Cross Flag on the principal municipal building — to be displayed throughout the campaign.

Wednesday, December 19.— Women's Day, on which special tribute should be paid to the work which women are doing in the Red Cross. Meetings of local women's organizations. Special exercises in workroom, etc. Peak of the House to House Canvass.

Thursday, December 20.— School Day, on which every teacher will speak on the significance of the Red Cross and upon the significance of the Christmas ceremony.

Friday, December 21.— Employees' Day, on which special tribute should be paid to the support which the laboring man is giving to the Red Cross. Concentrate on certain large factories on this day with speeches, solicitations, etc.

Saturday, December 22.— Boy Scouts' Day, on which Boy Scouts will be organized for canvass for membership.

Sunday, December 23.— Church Day, on which Christmas sermons on the Red Cross will be preached in every church.

Monday, December 24.— Red Cross Christmas Ceremony Day.[174]

The Red Cross Christmas ceremony was planned as an appropriate close for the Christmas Membership Campaign. During the campaign each member was to be given a Red Cross service flag to be placed in the window. On Christmas Eve at 7:30 a candle was to be placed behind each of these service flags so that expression might be given to "the universal aspect of

the Red Cross." In addition it was suggested that local committees arrange with the churches to chime their bells at 7:30 and at half-hour intervals until 9:00 o'clock, the time set for the end of the ceremony. As a further means of lending beauty and significance to this ceremony, it was planned that in each community Red Cross workers should be organized into groups to proceed through each neighborhood singing Christmas carols. Due to the fire hazard involved in placing candles behind the Red Cross service flags, directions were later sent out from headquarters for chapters to discourage the use of candles for this purpose. Other means of lighting the service flag were suggested so that the Christmas Eve ceremony might be carried out.[175]

The Campaign in Iowa.— A Christmas Membership Drive Committee was appointed by the Central Division to conduct the campaign in this district. Lewis N. Wiggins, assistant manager of the Central Division, was made the campaign manager. In each State a membership committee was also appointed to take charge of the State drive. John P. Wallace of Des Moines was chairman of the membership committee for Iowa. The State was divided into fifteen districts, and one person was ap-

pointed from each to serve on the State committee and supervise his district. In addition to the State organization, each chapter was asked to name a committee to manage the campaign in its local district.[176]

Prior to the opening of the campaign, the National Membership Campaign Committee assigned to each division a certain quota of members to be secured. The size of the quota for each was based upon the population of the division and the number of members already enrolled. The quota assigned to the Central Division was 1,189,000 new members. As there were 2,000,000 members enrolled in this division at the opening of the drive it meant that there would be a total of 3,189,000 Red Cross members in the Central Division if the quota was filled. The population of the Central Division was the largest of any of the divisions, but since the Red Cross membership was about twice that of any other when the campaign was inaugurated, its quota for the Christmas Campaign was not as large as that assigned to some of the other divisions.[177]

The Central Division in turn assigned a quota to each of the five States within its jurisdiction. For Iowa the quota was set at 350,000 new members. Quotas for each county and city in Iowa were determined by the State chairman of the

campaign, and the chapters fixed the quotas for their own branches and auxiliaries.[178]

To draw public attention to this membership campaign the following proclamation was issued by President Wilson:

Ten million Americans are invited to join the American Red Cross during the week ending with Christmas Eve. The times require that every branch of our great national effort shall be loyally upheld and it is peculiarly fitting that at Christmas season the Red Cross should be the branch through which your willingness to help is expressed.

You should join the American Red Cross because it alone can carry the pledges of Christmas good-will to those who are bearing for us the real burdens of the world war both in our Army and Navy and in the nations upon whose territory the issues of the world war are being fought out. Your evidence of faith in this work is necessary for their heartening and cheer.

You should join the Red Cross because this arm of the National Service is steadfastly and efficiently maintaining the overseas relief in every suffering land, administering our millions wisely and well and awakening the gratitude of every people.

Our conscience will not let us enjoy the Christmas season if this pledge of support to our cause and the world's weal is left unfulfilled. Red Cross membership is the Christmas spirit in terms of action.[179]

Governor Harding also issued a proclamation

designating the period from December 16th to December 25th as Red Cross Week. He urged the people of Iowa to respond to the call for members and emphasized several reasons why every one should support the cause.[180]

In arranging for their local membership campaigns the towns and counties in Iowa adopted various schemes of procedure. The display of cards, posters, and service flags was general throughout the State. Service flags were given to all members, who were urged to display them in the window. Additional small crosses were provided to be pasted on the service flag for each Red Cross member in the home or establishment. In case all persons in any home or business establishment were Red Cross members a one hundred per cent card was given to be attached to the Red Cross service flag. Newspaper advertisements were used freely in many communities. In a majority of the larger towns, booths were operated at prominent public places to take membership subscriptions. Those in charge of the local campaigns were sometimes special committees, sometimes the regular membership committee, and in other cases individuals were named to supervise the conduct of the drive. Although different methods of procedure were evolved, the plan of districting the territory to be canvassed and the

appointment of teams to do the soliciting was commonly relied upon.

At Fort Dodge the membership drive was organized long before the day named for its execution. The plan contemplated a whirlwind house to house canvass on Sunday, December 16th, from two o'clock until six o'clock. The city was divided into thirty-two districts and a captain named for each. The districts were in turn divided and alloted to some five hundred workers who undertook the actual solicitation of members. A house centrally located was chosen in each district as headquarters for that division, so that the workers might report there occasionally and thus keep in touch with the progress of the whole section.

At the appointed hour on Sunday the drive was opened with the blowing of whistles and ringing of bells. As a result of the four hours campaign there were 5336 members enrolled in Fort Dodge. This was not a sufficient number, however, to reach the quota assigned, and the campaign was continued through the week. It was brought to a formal close on Saturday, December 22nd, with a big Red Cross parade. By December 31st, there had been 7071 members enrolled in Fort Dodge and 7000 in the remainder of the county.[181]

The Sioux City campaign was started early

and was well under way by the second week in December. The executive committee of the Sioux City chapter entrusted the responsibility for the drive to the high school students, because of their previous success in the Y. M. C. A. fund campaign. Two high school clubs, one of girls and one of boys, assumed charge of the arrangements. Twenty teams of ten members each were selected, there being ten teams each of boys and girls. The city was divided into districts and plans made for a house to house canvass.

A team of boys and one of girls worked together and prizes were donated by business men to go to the winning combination. The student canvassers met with much success. Many of the large firms of the city became one hundred per cent early in the drive and the high school itself secured a hundred per cent membership before the campaign was over. Even among the foreign population the response was very encouraging.

Booths were opened in many of the down town stores, and memberships secured there were credited to the district in which the person joining happened to live. On December 16th the students appeared in the churches to explain the campaign and solicit members. During the last days of the drive the teams were allowed to

"run loose" and permitted to work in whatever territory they desired.

The contest between the teams reached a high tension and added great interest to the work. The campaign was closed with a banquet and dance for the teams, the expense being borne personally by members of the executive committee. The goal had been set at 12,000 members for the city. When the final results were made known there were 13,755 new names upon the Red Cross roll, of which 2493 had been secured by the winning team.[182]

In Dubuque and in Dubuque County the campaign was conducted largely through the agency of the churches. On the opening Sunday, December 16th, Red Cross sermons were delivered in the churches, followed by a call for Red Cross membership subscriptions. In the afternoon members of the churches went out and solicited all members who had not been at the morning service. The Boy Scouts were also called into service to distribute Red Cross literature and make a house to house canvass for members. Booths were opened in the stores of the city, but memberships secured in that way, as well as those secured by the Boy Scouts, were credited to the subscriber's church if so desired.[183]

At Clinton the drive did not commence until Thursday, December 20th. An organization

meeting was held on the 18th, the city was divided into sections, and leaders were named to supervise each section and to secure assistants to aid in the canvass for members.[184] Lyons, in the same county, organized on Wednesday, December 19th. The town was divided into four districts and plans were laid to call on every family between one o'clock and six o'clock on the following Sunday.[185]

Teams of women representing all sections of the city conducted the drive for members in Waterloo. Booths were also used in many of the prominent places in the city. A week was spent in personal solicitation for members, but the progress made was rather slow.[186]

The campaign in Des Moines was under the direction of Field Marshal J. B. Weaver. Twenty-four teams of men, each having a captain, were divided into three divisions of eight teams each. Each division was in charge of a commander. A fourth division was composed of the women who were active in the campaign. The city was districted and each team was assigned a definite territory. During the closing days of the drive the city was redistricted and each team drew a new section by lot.

On Sunday, December 16th, Red Cross services were conducted in all the churches of Des Moines, and on the following Sunday, although

the quota of 25,000 members had been reached, a territorial division of Des Moines was made with the seventy-five churches as centers. In the morning the workers spoke in the churches explaining the purpose of the campaign and urging people to join. Church members were also called upon to aid in canvassing their districts during the afternoon. The result of the Des Moines campaign was a great success: by Christmas Day, 38,350 new members had been secured for the Red Cross.[187]

Burlington was another place in which an enthusiastic campaign was conducted. A committee was named to oversee the drive in each of the seven wards of the city. Additional committees on manufacturers and wholesalers, retailers, doctors and dentists, lawyers and insurance men, bankers, churches, and booths were created. The ministers were all asked to announce the Red Cross campaign on Sunday, December 16th; and the mayor of the city issued a proclamation. Wednesday, December 19th, was designated as Honor Day. On that day all who voluntarily took out a Red Cross membership had their names placed upon the Honor Roll. One thousand subscriptions were secured in this manner.

The Rotary Club organized twenty-one teams of three men each and canvassed the business

districts. A Red Cross parade was held on Friday night. A band was engaged to lead the procession which included the Burlington Reserves, nearly two hundred strong, the Boy Scouts, a drum corps, school children, and Red Cross members and workers. At the close of the parade open air speeches were made in the interest of the membership drive.[188]

After several days of active work the enthusiasm at Burlington still continued, and the following announcement was made on December 23rd:

After five days of preparation, the order for the general assault will be given this morning by Field Marshall Hirsch and, unless old General Indifference, with his field leaders, General Inhumanity, General Dontcare, General Selfishness and Colonel Unamerican, are more strongly intrenched than is now believed, they and their forces will be pushed clear off the map and the great American Red Cross army will sweep on to victory.

Monday will be used to go over the ground, consolidate the gains and, when Santa Claus reaches the Des Moines County battle field on his nocturnal visit, his great heart will swell with pride as he sees home after home, store, office, factory and mill displaying the service flag of mercy and loyalty. While "over there" and in camp the Christmas message will be sent, "We're back of you boys; we'll take care of you and your families, and your comrades in arms and

their families; we're giving our little as you are giving your all."[189]

In Des Moines County, outside of Burlington, the men who had engineered the Y. M. C. A. fund drive were again called upon to manage the Christmas membership campaign for the Red Cross. They were organized with a chairman, assistant chairman, secretary, treasurer, a general committee, and a head for each township in the county.[190]

Those in charge of the Red Cross activities in Louisa County proceeded in the campaign for members by organizing all of the school districts, which was accomplished largely through the efforts of school boards and teachers. On December 20th seventy meetings were held in the various school districts of the county in the interest of the Red Cross. When the drive was over many of the school districts registered one hundred per cent membership.[191]

The large silk American flag which had been made by Mrs. Harding and little daughter Barbara was displayed in various parts of the State during the campaign. Pictures, showing Mrs. Harding and Barbara engaged in making the flag, were distributed to all Red Cross chapters. No small amount of interest was aroused by the flag and a spirited contest for its possession ensued.

A committee appointed by the State director awarded the flag to Shelby County which had enrolled eighty-five per cent of its population. A considerable number of communities in this county were made up almost wholly of Germans, and many of these had registered one hundred per cent. Kossuth County was a close second with eighty per cent, and Dickinson County was third with seventy-eight per cent of its population on the Red Cross roll.[192] The membership for Iowa was forty-four per cent.

The flag was presented to Shelby County on March 6, 1918. A great crowd was on hand to attend the celebration. Early in the afternoon a parade led the people to the high school where a formal program was presented. The crowd was so large that the overflow from the auditorium filled the gymnasium where the program had to be repeated. Mrs. Harding formally presented the flag to the county and Mrs. B. B. Griffith, secretary of the chapter executive committee, received it. Miss Lucile Kepford, the fourteen year old daughter of the State director, was flag bearer. Speeches were made by H. W. Byers, chairman of the judging committee, State Director Kepford, and Governor Harding. Barbara Harding was present and helped hold the flag as it was being presented by her mother.[193]

Results of the Campaign.— The results of the Christmas campaign throughout the whole country were far beyond what had been hoped for: instead of a membership of 15,000,000 the 20,000,000 mark was passed. In February, 1918, there were 23,475,000 names on the membership lists of the American Red Cross, and some returns were still being received. This constituted about twenty-two per cent of the country's entire population.[194]

Iowa's membership at the close of the campaign on January first was 800,000. These figures, however, did not represent the full results of the campaign for returns were incomplete and in many places the drive was continued to a later date. There were almost 900,000 members in Iowa by the end of March, and on July 1, 1918, there were 1,037,511. At this time Iowa had the distinction of having a larger Red Cross membership by over 100,000 than any other of the five States in the Central Division. In addition Iowa had a larger per cent of its population enrolled than any other of these five States. The membership of each State and its percentage of population were as follows: Illinois 827,160 or 13.3 per cent; Wisconsin 632,398 or 25.1 per cent; Michigan 918,384 or 29.9 per cent; Nebraska 525,740 or 41 per cent; and Iowa 1,037,511 or 44 per cent. Iowa also had 200,000

children, from 3000 schools of the State, enrolled in the Junior Red Cross.[195]

THE CHRISTMAS ROLL CALL IN 1918

Following the idea which originated in 1917 of linking the Red Cross with the spirit of Christmas by enrolling Red Cross members during the Christmas season, plans were formulated early for the 1918 membership campaign. During the first part of September the following formal announcement was issued by Henry P. Davison, Chairman of the War Council:

From December 16 to 23 the lists will be open for every American in every corner of the world, so that it may be known that the whole nation at home and abroad is registered for the cause. The Red Cross wants again to give the world notice not only that America can fight, but that to the last man, woman and child we stand four square for mercy, honor and good faith among the nations.

At the close of the Christmas Membership Campaign of 1917 there were 22,000,000 Americans enrolled in the Red Cross. There are also 8,000,000 members in the Junior Red Cross.

This year, both as a Christmas observance and as a renewal of the nation-wide pledge of loyalty, the Red Cross will again put before every one the duty of standing by the flag; for the Red Cross, in this great fight for Peace represents the whole spirit of what we are fighting for.

This will not be a call for money. It will be a summons to Americans everywhere to line up for the American ideal. We cannot all fight, but this one thing everybody can do.

The Red Cross membership fee is one dollar. Half of this remains with the local chapter, to be used for expenses and for relief of our soldiers and their families; the other half goes to the National Treasury.

There will be no allotment of quotas to any community. The quota in every district will be the limit of its adult population.

When the roll-call comes, every American, old or young, will be called on to register and add the weight of his name to the Red Cross message.

Let us answer with one voice to the word of President Wilson, when he said: "I summon you to the comradeship".[196]

This was not to be a "campaign" to raise a war fund, nor a "drive" to strengthen the material resources of the Red Cross organization. The main objective was the extension of Red Cross membership to the uttermost, thereby showing the rest of the struggling world that the support of America was not only moral support but an actual humanized force: it was to register in terms of active participation the spirit of a nation — a spirit personified in Red Cross membership. The American people were to be invited to join the Red Cross, but no measures were to be employed to compel them to do

so. Hence the official designation adopted was the Red Cross Christmas Roll Call which was considered to be the only adequate characterization of the movement.[197]

The National Roll Call.— Backed by the experience derived from the first Christmas membership drive and the war fund campaigns the Red Cross officials set out to make the 1918 Roll Call an even greater success. The advertising campaign was conducted along much the same lines as previously, an effort being made to keep the Roll Call constantly before the public by the use of posters, newspapers, magazines, movies, billboards, and similar agencies. Although the armistice was signed during preparations for the Roll Call it caused no change in the plans. An army of mercy had been mobilized "never to be mustered out", and the new situation only gave rise to the question: "Will you be wearing your Red Cross button when the boys come home?"[198]

The public was urged to support the Roll Call in a proclamation issued by President Wilson on November 26th, which read in part:

> Now, by God's grace, the Red Cross Christmas message of 1918 is to be a message of peace as well as a message of good will. But peace does not mean that we can fold our hands. It means further sacrifice.

Our membership must hold together and be increased for the great tasks to come. We must prove conclusively to an attentive world that America is permanently aroused to the needs of the new era, our old indifference gone forever.

The exact nature of the future service of the Red Cross will depend upon the program of the associated governments, but there is immediate need today for every heartening word and for every helpful service. We must not forget that our soldiers and our sailors are still under orders and still have duties to perform of the highest consequence, and that the Red Cross Christmas membership means a great deal to them. The people of the saddened lands, moreover, returning home today where there are no homes must have the assurance that the hearts of our people are with them in the dark and doubtful days ahead. Let us, so far as we can, help them back to faith in mercy and in future happiness.

As President of the Red Cross, conscious in this great hour of the value of such a message from the American people, I should be glad if every American would join the Red Cross for 1919, and thus send forth to the whole human family the Christmas greeting for which it waits and for which it stands in greatest need.[199]

With the now world famous slogan, "All You Need Is A Heart and A Dollar", staring America in the face from millions of billboards, magazines, and newspapers, the Roll Call opened on

December 16th and 5,000,000 American men and women started out to "make it unanimous". On the previous day — Red Cross Sunday — the message of "join" had been preached from 100,000 pulpits. All during the days of the campaign people were constantly being reminded of its purpose. Red Cross slogans were pasted on packages of all sorts; on restaurant, hotel, and dining car menus; on theatre and movie programs; and on the front pages of newspapers. Pay envelopes were likely to contain a dollar bill tagged "This dollar will make you a member of the Red Cross", while many banks handed out money held together with a paper band labeled "One of these dollars will make you a member of the Red Cross".

As in 1917, small Red Cross service flags were provided for all members to be hung in the windows of their homes. Larger ones were furnished for business houses. Again the small red crosses were given to be attached to the service flag to indicate the number of members and one hundred per cent signs were provided for homes and establishments where all members had joined. A new feature was the use of blue stars on the service flag of the Red Cross for persons in the country's service. On every side one was greeted by the slogan "All You Need Is A Heart and A Dollar".[200]

One great obstacle in the way of the Roll Call was the influenza epidemic then so prevalent throughout the country. In many localities quarantine regulations were in force and public gatherings of any sort were under ban. Yet it was deemed best to proceed with the Roll Call except in a few communities where the quarantine was so very rigid as to make such action almost impossible. Where local conditions were such as to make it unwise to carry on the work permission was given to postpone the Roll Call until a later date. In communities where the epidemic rendered public gatherings and house to house canvassing out of the question, the Roll Call was carried on through intensive newspaper campaigns and the telephone. Many newspapers carried membership coupons which could be detached and mailed, together with a dollar, to Red Cross headquarters.[201]

The Roll Call in Iowa.— A special committee of volunteer workers was named as the Red Cross Roll Call Committee for the Central Division. Frank W. Judson and George B. Stadden were chairman and vice chairman, respectively. Howard W. Fenton and Calvin Fentress of Chicago were ex officio members. The other members were the men appointed to take charge of the Roll Call in the different States. This

committee had general charge of activities in the Central Division and worked with the chapters throughout the district.

Iowa's representative on the committee of the Central Division was Al Falkenhainer of Algona, head of the Red Cross chapter of Kossuth County. To him fell the direction of the Roll Call in the State. With him on the State committee were W. H. Kidder of Des Moines, at the head of the speakers' bureau; Joe McCormick of Cedar Rapids, in charge of publicity; Mrs. G. M. Hurin of Des Moines, secretary; and M. S. McMullen and J. C. Orth, field secretaries. There was also a State Executive Committee made up of U. S. Alderman of Nevada, George B. Baker of Sigourney, L. R. Buckingham of Estherville, A. F. Dawson of Davenport, John B. Darrah of Chariton, W. B. Darrah of Shenandoah, Sherman De Wolf of Reinbeck, E. Ernsberger of Charles City, P. C. Holdoegel of Rockwell City, D. E. Maguire of Dubuque, C. H. McNider of Mason City, W. R. Orchard of Council Bluffs, H. W. Pitkins of Sioux City, E. M. Scott of Cedar Rapids, and M. M. White of Ida Grove.[202]

During the entire war no other campaign in the State was handicapped by such adverse conditions as confronted the 1918 Roll Call. There was much influenza throughout the State and

many places were under quarantine. An even greater obstacle was encountered in the bad roads which made it impossible to reach people in the rural districts except with the greatest difficulty. At a conference of Roll Call and chapter chairmen, held previous to the opening of the campaign, reports indicated that practically all communities were suffering under the same handicaps, but every chairman present was opposed to postponing or abandoning the Roll Call. The usual methods of public meetings and church sermons had to be given up and dependence for publicity had to be placed on the press, window decorations, and similar mediums.[203]

The Roll Call made a good start in most of the communities of the State on the first day set for the drive. Following the plan drawn up by the national officials, no definite quota was assigned to the various chapters. Each chapter, however, was urged to enroll at least sixty-five per cent of the adult population in its district. Having enrolled that proportion of its people, any county or community was considered as having a one hundred per cent record. Adel was the first town to report one hundred per cent, while Webster County, which was the first county to do so, missed being first in the land by only a small margin. Many places did not stop

when they had succeeded in enrolling the sixty-five per cent. Toledo, on the first day, reported that ninety-five per cent of the homes in that town were one hundred per cent and that prospects were bright for bringing in the remainder by night.[204]

Different localities conducted the Roll Call in different ways. Some proceeded at once to employ the old-fashioned, tried and proven house-to-house canvass; others resorted to it only after other methods failed. Several chapters established Red Cross stations throughout their district and urged the people to call voluntarily and take out memberships.

No regular canvass of the business district was made in Des Moines, where John P. Wallace was chairman of the Roll Call. All firms and factories were expected to call at Red Cross headquarters and get the necessary supplies and blanks and then proceed to enroll all their employees, or by telephoning headquarters the Boy Scouts would deliver any supplies that were wanted. The aim was to make just as many of the business places as possible one hundred per cent for the Red Cross. There was a good response and the list of one hundred per cent firms increased at a fairly rapid rate. In the residence district the Women's Council of Defense undertook a house-to-house canvass.

This was carried out by the use of the block system, with captains, lieutenants, and sergeants in control.[205]

Fort Madison made a house-to-house canvass, each ward being in charge of a captain. Many one hundred per cent families were secured and in some blocks every resident answered the Roll Call. The same policy was followed in Dubuque, Clinton, and Waterloo. At Dubuque the women made the canvass; at Clinton a major was designated to supervise each precinct; at Waterloo both the residence and business districts were visited by solicitors.[206]

A voluntary enrollment was planned at Marshalltown. All were invited to report at one of the several Red Cross stations and pay up their dues for 1919. In Marshall County, outside the city, solicitors at once set to work to canvass the territory. The campaign did not go well in the city. People did not respond as had been expected, so the War Service League was called in to arrange for a house-to-house solicitation. For several days all efforts were directed toward attracting public attention to the Roll Call. For several nights at 6:30 all the electric lights in the city were turned off for one minute as a reminder. On Sunday afternoon, December 22nd, members of the War Service League undertook a house-to-house campaign, made

necessary because "careless people, tight-wads and slackers have not done their duty". Every home not displaying a one hundred per cent Red Cross service flag was to be visited. The approach of the canvass seemed to stimulate many to activity, for the number of voluntary enrollments increased rapidly immediately preceding the canvass.[207]

A "mail order" campaign was attempted in Webster City. Letters were sent to each home in the community requesting its members to join the Red Cross. This scheme failed to get results, however, and in order "to save the reputation and the honor of the city" it was necessary to go out on New Year's Day and call at the homes.[208]

Purely voluntary systems were used at Cedar Rapids and Sioux City. In both cities the Red Cross was given much publicity and the proposition of the Roll Call was put before the public in the press. It was then left to each individual to visit one of the many Red Cross booths that had been opened. At Cedar Rapids, the afternoon of Sunday, December 22nd, was set as the time when all should call at the booths and do their duty by the Red Cross.

Due to "general depression, illness, and reluctance on the part of many workers to make a canvass" at that time, Muscatine postponed

its regular campaign, under the direction of the War Service League, until January, but during the regular time set for the Roll Call, booths were maintained in the banks of the city where voluntary enrollments were accepted.[209]

Entirely different was the situation in Webster and Des Moines counties, in which are found the cities of Fort Dodge and Burlington. These two counties had adopted the war chest plan for financing all war relief activities. In Webster County there was the Patriot's Fund to which most of the citizens had subscribed. One of the rules governing the fund provided that all subscribers and those dependent upon them were to have their annual Red Cross dues paid from the fund. When the Roll Call began, the managers of the fund took out memberships for all those who had given to the Patriot's Fund and for members of their families. This enabled the county to go on record as the first in the State to reach the goal of a sixty-five per cent enrollment. In addition to the members provided for by the Patriot's Fund, a campaign was carried on and all who were not subscribers to the fund were urged to enroll with the Red Cross and be "a member of the most popular crowd in America".[210]

Des Moines County's organization was the War Club. It consisted of twelve thousand

members, each being entitled to have his annual Red Cross dues paid by the club. Here again, the War Club at once subscribed for Red Cross memberships for all its members. For the benefit of those in the county who did not belong to the club, precinct chairmen were named in Burlington and township chairmen in the remainder of the county to direct a membership campaign. In some instances house-to-house canvassing was employed, while other precincts or townships depended upon a voluntary enrollment of all those who possessed the necessary requisites — a heart and a dollar.[211]

Results of the Campaign.— The results of the Roll Call did not quite reach the totals of the 1917 Christmas Membership Campaign, due largely, no doubt, to the signing of the armistice and to the prevalence of the influenza epidemic. The records in March, 1919, listed 18,605,719 members of the American Red Cross. Although many chapters in the Central Division seemed to have used up all their steam in blowing whistles at the opening of the Roll Call, nevertheless this Division with 4,127,107 members was far ahead of all the others in the total number of members enrolled. Next to it stood the Atlantic Division with 2,847,768 members.[212]

Final reports for the State of Iowa showed an

adult Red Cross membership of 810,786 or 36.51 per cent of the total population. This again placed Iowa first in the Central Division in the per cent of the population enrolled. Michigan ranked second with 33.64 per cent, and Nebraska third with 29.10 per cent. Figures compiled at National Headquarters showed that on December 31, 1918, Iowa had a larger per cent of its adult population on the Red Cross rolls than any other State in the Union.[213]

The following thirty-eight Iowa counties enrolled sixty-five per cent or more of their adult population in the Red Cross:[214]

Adams	Keokuk
Allamakee	Kossuth
Audubon	Linn
Black Hawk	Lucas
Bremer	Madison
Carroll	Marion
Cass	Marshall
Dickinson	Montgomery
Emmet	O'Brien
Greene	Osceola
Grundy	Pocahontas
Hancock	Page
Henry	Palo Alto
Howard	Poweshiek
Humboldt	Sac
Ida	Shelby
Jasper	Tama

Union	Worth
Webster	Wright

An examination of the returns indicates that the rural districts were more successful than the cities. Rural communities generally exceeded by far the enrollment of 1917, while the larger cities as a rule did not reach the totals of the previous year. Of the thirty-eight counties on the honor roll only nine had a greater urban population than rural; or, of the counties in the State which had a greater rural than urban population, 39.7 per cent made the honor roll, while 34.6 per cent of those in which urban residents predominate reached the same goal. There are fifteen cities of the first class in Iowa and of the counties on the honor roll only four contain one each of these cities. Linn, Black Hawk, Webster, and Marshall counties, containing the cities of Cedar Rapids, Waterloo, Ft. Dodge, and Marshalltown, reached the aim of enrolling sixty-five per cent of their adult population. Of the fifteen counties in which the cities of the first class are situated, only 26.6 per cent got their names on the honor roll. Iowa has twelve counties which have two-thirds or more of their people classed as rural, and of these, seven or 58.3 per cent reached the desired goal and were given places on the roll of honor.[215]

VI

Finances of the National Organization

When the American Red Cross was confronted with the gigantic task thrust upon it by the entrance of the United States into the World War, the financial problems were by no means the easiest of solution. During the pre-war period the financial needs of the American Red Cross were comparatively small, and the management of that end of the Red Cross work was not exceedingly difficult. But when the United States became involved in the great international conflict and the Red Cross assumed the greater burdens, new means of raising funds for the work and new methods of handling the finances had to be developed.

FINANCES BEFORE THE WAR

Previous to the creation of the Red Cross War Council in May, 1917, all moneys received by the American Red Cross were put into one of four funds, according to the source and the use to which the money was to be applied. The four funds were the Endowment Fund, the Special Relief Funds, the Contingent Relief Fund,

and the General Fund. These funds were provided for in the by-laws of the Red Cross and were continued during the war, but they were more or less overshadowed by the War Fund which was created to meet the immense war expenditures.

Money derived from dues of patron and life members, from legacies or gifts specially designated for the purpose, and increments of the General Fund not required for other purposes made up the Endowment Fund. It had been the hope of the Red Cross to raise an Endowment Fund large enough to assure a fairly large yearly income. The Endowment Fund was invested in various ways and the earnings assigned to the General Fund.

The Special Relief Funds were made up of donations and contributions designated for specific purposes. Any funds collected for relief in disasters and similar emergencies were in this category. Any interest resulting from such funds was turned into the General Fund. Money in the Special Relief Funds had to be applied to the objects for which it was contributed, except that not more than five per cent of the gross amount could be transferred to the General Fund and be used for administrative purposes. Residues of Special Relief Funds could, at the close of the relief operations for

which they had been given, be transferred to the Contingent Relief Fund.

The Contingent Relief Fund was used in relief work for which no special provision or only inadequate provision had been made. As in the case of the Special Relief Funds, five per cent of the Contingent Relief Fund could be transferred to the General Fund to be used in meeting administrative expenses. The interest from this fund also went to the General Fund. The Contingent Fund was made up of money transferred to it from the Special Relief Funds, of money donated specially for the fund, and of transfers from the General Fund of money not needed for other purposes.

The general expenses of the Red Cross were met by the General Fund. Transfers of money could be made by the Central Committee from the General Fund to any of the others. The General Fund was composed of receipts derived from interest accruing to the other funds, and from all other sources, including the annual dues of members, sale of badges, publications, and advertisements in *The Red Cross Magazine*.[216]

So far as the management of Red Cross finances was concerned, the treasurer was in normal time the chief official. The by-laws of the American Red Cross stated that the treas-

urer "shall receive and receipt for all moneys, legacies or gifts from whatever source paid to the corporation save such moneys as are paid to subsidiary organizations. . . . He shall disburse the funds of the corporation and make advances of such funds for disbursement only on the approval of the Chairman of the Central Committee, countersigned by the Secretary, or in his absence by such persons as may be designated by the Central Committee to act as Secretary. He shall execute and deliver to the American National Red Cross a penal bond, as may be required by the Central Committee." One or more assistant treasurers could be appointed by the chairman of the Central Committee upon recommendation of the treasurer and the approval of the Central Committee.[217]

By an amendment to the charter of the Red Cross, approved on June 23, 1910, a board of nine trustees was created to control the Red Cross Endowment Fund, which was to be kept and invested under the management and supervision of these trustees. The board was to be elected and regulated by the incorporators of the Red Cross and their successors.[218]

All accounts of the Red Cross had to be audited by the War Department. The charter required the Red Cross to make and transmit annually to the Secretary of War "a report of

its proceedings for the preceding year, including a full, complete, and itemized report of receipts and expenditures of whatever kind". This report, previous to February, 1917, was made on the first of January, but at that time the date of the fiscal year was changed and the year made to end with the first of July. A copy of the report had to be transmitted by the War Department to Congress.[219]

CREATION OF THE WAR FUND

On May 10, 1917, President Wilson appointed a War Council of seven members to direct the work of the Red Cross in the great emergency created by the entrance of the United States into the war. In announcing this action, he issued a statement in which he declared that it would be "one of the first and most necessary tasks of the new War Council of the Red Cross to raise great sums of money for the support of the work to be done and done upon a great scale. I hope that the response to their efforts will be a demonstration of the generosity of America and the power of genuine practical sympathy among our people that will command the admiration of the whole world." A National War Finance Committee, headed by Cleveland H. Dodge of New York, was appointed by President Wilson to manage the campaign.

At the first session of the War Council, held at Washington on May 24th and 25th, plans were made for a campaign to raise money for Red Cross activities during the war period. This money was to be known as the War Fund. Among the speakers at this first meeting were General John J. Pershing, Secretary of War Newton D. Baker, Herbert C. Hoover, and ex-President Taft. It was decided to ask for $100,000,000, and this amount was carefully apportioned to States, cities, and towns throughout the country. A nation-wide organization was worked out to handle the campaign, which was "by far the greatest ever conducted for philanthropic purposes."

THE FIRST WAR FUND DRIVE

On May 25, 1917, by proclamation of President Wilson the week of June 18th to June 25th was designated as "Red Cross Week", and at the beginning of that week the President sent a telegram to the mayors of one hundred cities urging the cities to do their part in the raising of the $100,000,000 Red Cross War Fund, measuring the generosity of their gifts by the urgency of the need.

The response to the appeal for the Red Cross was "prompt and generous". More than $100,000,000 was pledged during the campaign. Be-

sides many large gifts by private individuals, "Red Cross dividends" were declared by banks, corporations, and business concerns of all kinds. Some of these gifts, such as that from the Rockefeller Foundation, and the special dividends from the United States Steel Corporation and the Anaconda Copper Mining Company, amounted to millions of dollars.

After the War Fund had been pledged, there remained the great task of collecting so great a sum, since partial payments would be made during a considerable period of time and from places scattered all over the United States. An organization capable of handling this work had to be built up. Banks throughout the country acted as depositories for the Red Cross War Fund under the supervision of the Central Trust Company of New York. All of these institutions served, of course, without pay.[220]

Collections from the first War Fund drive totaled $114,023,640.23, an oversubscription of fourteen per cent. For campaign and collection expenses the national headquarters appropriated $278,114.27 and it was estimated that chapters spent $500,000 for that purpose. The cost, therefore, was less than seven-tenths of one per cent for each dollar collected. There were 3929 campaign committees engaged in this drive. The proceeds were placed in 3986 banks

of deposit. From these local banks the funds were gradually transferred to central depositories and then turned over to the treasurer of the Red Cross as needed.[221]

The First War Fund Drive in Iowa.— Governor Harding was asked to take charge of the First War Fund Campaign in Iowa. On June 13, 1917, he issued a proclamation calling upon the people of the State "to give liberally and in the spirit of patriotic sacrifice for the support and maintenance of this great work of humanitarianism. American boys are already at the front and we must not let them suffer on account of inaction on our part.

"In behalf of those making the canvass, I earnestly bespeak the co-operation of the citizens in every walk of life, to the end that the response will be commensurate with the conspicuous position Iowa has thus far occupied in every movement wherein her patriotic loyalty has been put to the test."[222]

Dr. A. E. Kepford, lecturer on tuberculosis for the State Board of Control, and O. E. Klingaman, director of the Extension Division of the State University, were appointed by the Governor to organize Iowa for the raising of the State's quota of the $100,000,000 War Fund — $1,000,000. James B. Weaver, State director

of the Red Cross, sent letters to local chapters explaining the general purpose of the campaign, and Governor Harding coöperated by sending letters to the county councils of defense.[223]

The State was divided into fifteen districts, in all of which preliminary meetings were held on June 14th to mobilize forces so as to begin the drive upon the following day. From four to twelve counties made up each district, and each county was in turn organized as a unit. Delegates from surrounding counties attended these meetings for instruction in all the work. Cities selected for the district meetings were Des Moines, Sioux City, Marshalltown, Council Bluffs, Cedar Rapids, Waterloo, Davenport, Burlington, Ottumwa, Chariton, Creston, Ft. Dodge, Estherville, Dubuque, and Mason City. All cities of ten thousand or more were organized apart from the counties.[224]

The First War Fund Drive in Des Moines.— To get an idea of how the campaign was conducted throughout the State, one must turn to the campaigns in particular communities. As Des Moines is the largest city in Iowa the details of the campaign conducted there are of interest. The quota for the city and county was set at $150,000 and the aim was to exceed this quota by a considerable amount. The organiza-

tion for the campaign was patterned after that of the Liberty Loan Campaign which just preceded. Thirty-two teams were formed, each with a captain in charge. These teams were divided into four larger divisions, eight teams being in each group. Division A was headed by E. T. Meredith and C. L. Herring; division B was under the direction of Clifford De Puy and J. L. Scheuerman; and B. F. Williams and C. W. Graham were responsible for division C. A fourth division, under James R. Hanna, was assigned to the county outside of Des Moines. Women of the city also had a prominent part in the drive and under the direction of Mrs. Frank C. Travers, president of the City Federation of Women's Clubs, some two hundred women were assigned the task of "twenty-thousand homes".[225]

As prescribed in President Wilson's proclamation, the date of the campaign was from June 18th to June 25th. Several preliminary events were staged so as to have things well shaped up for the actual solicitation for funds. On Sunday, June 17th, a general mass meeting was held at the University Church with a full house. Several speakers, among whom were Alfred H. O'Connor, a veteran of the war, Sergeant D. C. Brackin, a survivor of the famous Canadian regiment, "Princess Pat's",

Ashton Clemens, and E. T. Meredith addressed the audience. The chairman of the gathering was John P. Wallace. One feature of the meeting was the presence of one hundred and fifty uniformed nurses who were members of the Des Moines chapter of the Red Cross. All the workers in the movement met at the Chamber of Commerce on the following night to discuss the final plans. For this meeting the speakers were O. B. Towne of Chicago, James B. Weaver, State director for Iowa, and Sergeant Breckenridge.[226]

The campaign was a success from the beginning. As a result of the first day's activity 1077 subscribers gave $33,546 to the Red Cross. Included in the gifts were one for $5000, one for $1600, eight for $1000, and two for $500. At the end of the second day over forty per cent of the quota had been accounted for. The day's work had brought in $31,176.31 from 2991 individuals, including one contribution for $2000, four of $1000, five for $500, and one for $250. On Thursday the total passed the $100,000 mark and on Saturday it went over $150,000. When the campaign closed the amount pledged to the Red Cross was $200,071.75, the gift of 31,788 contributors.

The total by divisions was as follows: division A secured $71,939.50 from 8696 pledges;

division B obtained 4830 pledges amounting to $44,283.70; and the C division, with 5601 pledges raised to $40,957.41. The women were responsible for $25,331 given by 5798 persons. The teams assigned to the county districts outside of Des Moines turned in 3656 pledges amounting to $16,617.40. Boys Scouts were also called into the campaign and they took a very active part, their work resulting in 3205 subscriptions for a total of $2000.[227]

Each day while the canvassing was in progress, the workers met at noon at the Chamber of Commerce for conference and to make reports on their work. Meetings were held each day in various districts and six men were busy every day and evening talking to audiences. The printing and allied trades held a mass meeting on Wednesday to boost the Red Cross among their members. Saturday noon, instead of attending the noon meeting, one team "was parading the streets with flags and blankets extended to catch the coin thrown from office building windows and later returned to headquarters with a two gallon bucket full of money, said to have been given by 3,204 individuals."[228]

As a grand finale to the campaign a large and enthusiastic mass meeting took place at the Coliseum on Monday night, June 25th, at which

reports of the teams and divisions were given. During the soliciting of the workers many articles had been donated to the Red Cross in lieu of money. These articles were auctioned off at this meeting and the sale was the source of much entertainment as well as considerable cash.[229]

The following newspaper reporter's account of the meeting is of interest:

You were taxed to the limit if you were there, and past the limit because you weren't, yet no one complained of exorbitant prices. The monstrous auction sale at the Coliseum last night which carried the total of the week's campaign for the Red Cross way past the $200,000 mark, might have been cause for government investigation, altho if the purchasers did not object to the inflated prices, who is going to?

From a snowy kitten (and E. T. Meredith was corrected by its donor when he called it a "cat") to a driving horse, from a little boy's goat to an antique mirror, articles went down under the hammer, and James C. Davis, attorney for the Chicago & Northwestern Railway, to the accompaniment of barks, brays and cackles from the "offerings" behind the scenes, demonstrated that he had missed his vocation and should be crying sales instead of adjusting claims.

Patricola of the Empress, who added variety to the introductory program with her song "Oh, Boys, Where Do We Go from Here?" started the auction by asking that the huge bouquet of roses which she re-

ceived be offered for sale. Captain Howell, with true chivalry, responded to the appeal for bids, and presented the young lady with his purchase, adding $25 to the Red cross fund.

"Tiny B" the Shetland pony donated by 10-year-old Mabel Buckley, was first on the block, and the bids ran up quickly until he was sold to Fred Sargent, attorney for the Rock Island, for $875.

A tiny white kitten, "all silk, a yard wide, and perfectly gentle", found many prospective purchasers. Walter St. John and Emil Schmidt seemed equally anxious to own her but the city railway man won out and $25 more went into the fund. "And I'll bet that's not the first 'kitty' he ever got", the auctioneer remarked, aside.

A steel engraving of the first prayer ever offered in congress was next offered for sale. "The Rev. Jacob Ducha led the prayer", said Davis; "he afterward turned traitor, and I guess that is what has been wrong with congress ever since." Ten bids of $10 each added $100 to the fund, and delivered the curio into the hands of Curator Harlan.

Every time Mr. Davis started a "ten combination" with a personal $10 bid, Robert Fullerton and Charles Bradshaw (tho absent) "stood pat". Thus they helped add two more curios to the collection at the historical building — an autographed letter from General Grant, and an old album containing the signatures of presidents, generals, writers and other prominent men.

Captain Oliver Hezzlewood, of the Canadian Re-

cruiting Service, eager to do his bit to help Des Moines, donated a button he wore, carrying with it a life membership in the Canadian Red Cross. It was worth $25 to John Wallace.

It cost Homer Miller $15 because he wasn't present. Mr. Davis was "just sure" that Mr. Miller would be inconsolable if he knew that he had lost an opportunity to purchase an antique mirror in mahogany frame, so, acting as proxy, he paid $15 of Mr. Miller's money for it. . . .

An Airedale, a greyhound, a horse, cow and a burro then swelled the fund considerably.

One little boy from the South Side carried a skinny little white pup to the Coliseum as his "bit". Sitting on the edge of the rostrum he announced to E. T. Meredith (Mr. Davis' assistant) that he could "scare up" $2.50 to bid on his doggie, and when Captain Howell quickly raised it to $10 the little boy hugged his puppy and caressed it, hating to part with it, but glad that Captain Howell fully appreciated the value of his pet. He was a pretty tickled little chap when his dog was returned, with "Captain Howell's compliments", and jumping up on the stage he grinned from ear to ear and waved his cap in gratitude.

Jack Hood had his eye on a pair of Belgian hares, but he hardly thought them worth the $9 Carl Kurtz forced him to pay by bidding for him, so when a tiny canary which "sang like a nightingale" went up for sale, Mr. Hood returned the compliment and Carl Kurtz now has a $9 songster.

Mr. F. H. Luthe thought a little boy's efforts at

ship building worth $10, altho he frankly confessed he couldn't any more build so fine a boat than E. T. Meredith could knit the sweater Mr. James Atkinson made, which sold for $35.

Dolls and lettuce, cakes, roosters, bees, eggs, vases and jewelry, almost everything imaginable, each indicative of some personal sacrifice, followed each other in close succession, until the most unique and successful auction ever held in Des Moines was brought to a close. Every one dug in his pockets till the lining was torn. It was the cause nearest their hearts, and they had a lot of fun thrown in, so why shouldn't they come across?[230]

One of the most important factors in the success of the Des Moines campaign was the wide advertising it received, especially in the newspapers. Each day while the drive was in progress the newspapers carried full page advertisements appealing to the people to help the Red Cross. Such were the means of carrying the message of the Red Cross to the general public. Many striking slogans were embodied in the advertisements to attract the readers. "Help the American Red Cross help the American Soldier in the field". "If you haven't given till it hurts you haven't given enough". "Give your money willingly — and do it now". "Nobody ever went broke giving to charity". "Back the boys who fight. Give them every

care". "You must stand behind the man behind the gun". These and other phrases were put before the people by the advertisements which also informed the people what the Red Cross was doing and hoped to do. Each of the full page advertisements contained a subscription coupon which the readers were urged to fill out and send to headquarters. The space for the full page advertisements was all paid for by private individuals and business firms of Des Moines, each advertisement carrying the name of those who paid for the space. In addition to these full page spaces much attention was paid to the campaign by the newspapers in their news columns and smaller advertisements.[231]

The Red Cross advertising campaign of Des Moines was one of the best in the country in the first war fund drive. Members of the Admen's Club of Des Moines attributed not less than $50,000 of the total amount raised "to the thirty full page advertisements which, in striking picture and written words, carried conviction of its duty to the public." In addition to the results of the advertising in Des Moines, the extensive circulation which it had in communities all over the State, undoubtedly added much stimulus to the State campaign as a whole.[232]

So striking were the Des Moines advertisements that many requests for copies of the advertisements were received from men and newspapers outside the State. W. C. D'Arcy, president of the Associated Advertising Clubs of the World, in a letter to J. D. Le Cron of Des Moines, referred to the wonderful advertising done in that city. He says: "I thought Fort Worth, Tex., did a powerful thing for Liberty loan when they published nineteen and one-half pages last week and that Quincy, Ill., had done her part by buying eleven and one-half pages but Des Moines has established a record, a wonderful one." President Rankin of Chicago wrote to Des Moines for a complete file of its advertisements in the Liberty Loan and Red Cross campaign in book form so that he might "show them to the national advertising board and to Secretary McAdoo, a tangible evidence of the wonderful co-operation which the government secured from advertising men, from business men and from newspaper men of Des Moines".[233]

Numerous items of interest regarding the Des Moines campaign go to show the hold which the Red Cross had come to have upon the people of all classes and how they all entered in to make the undertaking a real success. The gift of five dollars by a little Russian girl, the gift

of ten dollars by a telephone operator who received only ten dollars a week and had purchased a liberty bond in the drive just preceding, the gift of six dollars by each of four bell boys at one of the city's hotels, and many other such contributions show that those of ample means were not alone in aiding the great humanitarian work. Even among the miners, where many are of foreign birth, the response was most generous. Of those solicited eighty-five per cent made subscriptions and the Red Cross fund was increased by $4000 as a consequence. In one miner's union of 185 members all but 12 made some contribution. Workers engaged in canvassing for funds reported that "the poorer class of people gave more in proportion than the wealthier class and better understood the why and wherefore of the Red Cross." This fact was noticed most by canvassers in the "bottoms" or southeastern part of the city where practically all were working people.[234]

The following instance not only demonstrates that all kinds and classes of people contributed to the Red Cross fund, but also indicates the efficiency of Red Cross workers in offering them a chance to do so. A worker reported that while standing in front of a store he heard an Englishman, a negro, and a German, who were

talking near him, express their intention of remaining away from a Red Cross rally about to be held. "I just resolved to give them some Red Cross dope myself", he said, "and when I finished the Englishman dug up $20, the German $5 and the darky $4 for the fund."[235]

The campaign throughout the State was carried on rapidly and effectively. Although there had been but two weeks in which to organize Iowa, encouraging returns began to pour in from the very start. On Saturday, June 23rd, Dr. Kepford received a telegram of congratulation from O. B. Towne, director of the Central Division, which at that time was composed of nine States. The telegram stated that Iowa was in the lead in its division. Sunday, June 24th, was a day of patriotism, and it was estimated that at least 5000 meetings were held in various parts of the State.[236] An historic flag was unearthed in Algona for their rally. The banner had been presented to Kossuth County in 1864 for making the largest pro rata contribution in the State to the Fair held at Dubuque by the Sanitary Commission.[237]

From all parts of the State came reports of over subscriptions, and it was soon evident that Iowa would exceed its quota. Story County with a quota of $11,000 subscribed $30,000;[238] and Lucas County which was apportioned $4850

raised $21,000 of which Chariton alone raised $8000.[239] The town of Wesley more than doubled its quota of $1020 by one day's work;[240] Silver City with a population of 500 subscribed $5610;[241] the little village of Prosper with a population of only 100 pledged $1300, an average of $13 per person;[242] at Dana, a town with 200 residents, a Red Cross chapter with 174 members, thirty of whom were life members, was organized and over $1100 was pledged in a few hours on the Sunday before the drive was to begin.[243]

Early in July, on the basis of very incomplete reports, the amount of money raised for the Red Cross in Iowa stood at $1,281,084.49. Polk County led the list with subscriptions of $203,000; Woodbury County was close behind with $181,000; then came Linn with $66,539, Black Hawk with $55,000; and Lee County with $54,000.[244]

The managers of the first War Fund campaign for Iowa were undoubtedly confronted with many difficulties not encountered in any other Red Cross campaign. To begin with they had the experience of no previous campaign from which to profit. Further, there were no well organized Red Cross societies over the State to conduct the drive, and so other measures had to be adopted. Many Red Cross chap-

ters had been or were being organized at the time of the campaign, but they were not generally well enough organized to undertake the management of the intensive campaign.

Mr. Kepford and Mr. Klingaman were both well fitted to cope with the situation because of their wide acquaintance over the State. They knew where to turn in many localities to find the best men and women to undertake the work. Governor Harding was also an important cog in the machine. Of his part, Dr. Kepford says: "There is no disguising the fact that much of the success we had . . . . in raising the apportionment for Iowa was due to Governor Harding. He placed at my disposal the state machinery and sent out thousands of letters over his own signature and coöperated in every way."[245] While the First Liberty Loan subscriptions taken in Iowa the previous week were only sixty per cent of the assigned quota, those conducting the Red Cross undertaking were able to go over the top with a large oversubscription.[246]

THE SECOND WAR FUND DRIVE

So great were the demands upon the Red Cross resources that the $100,000,000 fund was soon seen to be inadequate: within a year it was necessary to go before the people a second

time to secure more money. The second Red Cross campaign for funds was set for the week of May 20 to 27, 1918. The amount asked for was $100,000,000 as in the first drive. The plans were made for a more widespread appeal, and the methods used in raising the Liberty Loans were quite generally adopted. The second campaign had an advantage over the earlier one in that proof could be submitted to the public of services rendered instead of the mere making of promises. A pamphlet describing what had been done with the money subscribed in the first drive had gone out to each contributor and to every chapter member.

The country was assured that not a dollar of Red Cross relief money had ever gone astray: "every dollar — and the interest which that dollar earns" — was used "to bind a wound, or buy an ambulance, or make a bandage, or put clothes on a ragged child, or provide a doctor and medicine for the wreck of some woman sent back to France by the Germans to die."[247]

A *Campaign Plan Book* in three parts was issued by the national authorities in which very elaborate and detailed suggestions were made for the conduct of local canvasses. Sunday, May 19th, was to be Red Cross Sunday, when the ministers of all the churches were to be asked to present the needs of the work. On

Monday, May 20th, an opening dinner of all teams was recommended for every chapter and local community. Daily luncheons for team captains and members formed another regular feature of the week; and for the final Sunday, a great union mass meeting was proposed.

On May 18th, the Saturday before the opening of the drive, it was planned to stage Red Cross parades throughout the country. It was realized that nothing could equal a pageant in getting the whole community to talking upon a given subject. By holding the parades on Saturday it was felt the largest number of people would witness them. A *Red Cross Parade Manual* was issued to all the chapters with suggestions for organizing the parades. Some of the suggested floats were those depicting the work for refugees, canteen service, home service, and children's aid. Red Cross women wearing red veils and the Junior Red Cross members were to be included in the line of march.[248]

It was early in May that President Wilson appealed to the people in behalf of the second Red Cross War Fund by issuing a proclamation declaring the week of May 20th Red Cross week. On the day following the President's proclamation, the War Council of the Red Cross issued its appeal and explained why more funds were

so urgently needed. According to the closing sentences of this appeal "the need for at least $100,000,000 is convincing and immediate. The Red Cross in more than a hundred ways is rendering service here and abroad that saves human life and maintains the fighting spirit of our allies. The Red Cross must always be financially prepared to deal with unexpected emergencies constantly arising from war conditions. In these emergencies immediate relief is the only effective relief. Never has money been made to yield such big returns in allaying pain, restoring happiness, and re-creating usefulness for our fellow human beings as the Red Cross dollar of the first war fund."[249]

The national publicity committee and the divisional committees launched a most ambitious advertising campaign. Their aim was to have articles and illustrations dealing with Red Cross service in every newspaper and every periodical in the United States. In addition bill board advertising, window posters, cards, and booklets were to be widely distributed. Twelve pages of editorials, news, and educational matter, profusely illustrated, were contributed by the best writers and artists of the country. Through the Western Newspaper Union these pages were distributed to the daily and weekly papers. Provisions were also made

for placing a number of pages of display advertising before the people to show in condensed form the work of the Red Cross, special stress being laid on two points — the wonderful work the Red Cross had done with the first War Fund and the imperative need for the second War Fund to care for the boys on the firing line.[250]

Up to February 28, 1919, collections from the second War Fund drive totaled $169,575,598.84, an oversubscription of nearly seventy per cent. The cost of the campaign and collection was even smaller than in the first drive — less than six-tenths of one per cent for each dollar received. Estimates place the number of subscribers to this fund at 43,000,000 persons. The campaign was conducted by 3898 campaign committees, and 8768 banks were used for depositories.[251]

The Second War Fund Drive in Iowa.— The Central Division was asked to raise $15,000,000 as its quota. Bernard E. Sunny, president of the Chicago Telephone Company, was appointed as the director, with Lewis N. Wiggins assistant and E. R. Cogswell as associate director. Clifford Arrick was put in charge of publicity, and Wentworth G. Field of the Speakers' Bureau.[252]

Although the general campaign plans were laid by national officers, much was left to be done by the divisional organization. More than two hundred and fifty meetings in the Central Division were supplied with speakers of national reputation by the Central Division Speakers' Bureau. This does not include hundreds of smaller meetings at which, under advice and assistance from the bureau, local speakers were heard.[253]

Iowa's second Red Cross War Fund drive was conducted under the direction of State Chairman John P. Wallace, assisted by Keller J. Bell of the Western Silo Company of Des Moines. Chapters in the State began early in May to organize for the drive, especially the chapters in the districts which had fallen down in the first campaign. The quota assigned to Iowa for the second drive was $1,500,000.[254]

A proclamation by Governor Harding designated the week beginning May 19th and ending May 27th as Red Cross week. Sunday the 19th was set apart as Red Cross Sunday, and the Governor urged every minister to devote at least one service to the Red Cross cause.[255]

Numerous speakers were sent through the State to create enthusiasm before and during the drive. Corporal Coysh and Private Maskell, Canadian veterans, made an auto tour through

the State and addressed large crowds. Captain W. Edwards, an English "fighting parson", was likewise speaking in the State. Captain Edwards had been a chaplain in the Boer War; had enlisted as a private in the World War; and during four years of service in the trenches rose to the rank of captain. Other men speaking in Iowa on behalf of the Red Cross were Dr. Martin D. Hardin of Chicago, a member of the commission which visited the Italian and French war fronts to observe Red Cross work and B. S. McMullen from the Central Division headquarters.[256]

In the group of speakers were also three Iowa boys who returned from the trenches in France to boost the Red Cross. These men were Sergeant Owen Hawkins of Red Oak, Corporal Merle Skinner of Ottumwa, and Private Albert Montgomery of Stuart. There was a great demand for this group and they spoke to great crowds wherever they went.[257]

None but volunteer speakers were used in this State. In answer to a proposition to send a paid speaker — a wounded Canadian soldier — to speak in Iowa, Dr. Kepford replied: "Our state is imbued with the idea of volunteer service, expenses only being paid, and I doubt whether we have a chapter that would be willing to pay $50 and expenses for a speaker to

come for the purpose of rousing patriotic enthusiasm preparatory to the War Fund Drive."[258]

Based upon the experience of the many war campaigns previous to this Red Cross endeavor, many of the counties and cities of Iowa had developed regular organizations for the purpose. At this time it was only necessary to put such organizations to work.

Benton County used the Council of Defense organization to put its campaign across, except in the town of Vinton where the Commercial Club was in charge.[259] The War Service Board was an organization in Buena Vista County which was used by the Red Cross. All campaigns in the county were conducted by this body. It was not a war chest county, however, for each drive was put on separately.[260] In Henry County the War Union, which had raised the Y. M. C. A. fund, also managed the second Red Cross War Fund.[261]

Pottawattamie County developed a system which came to be known as the Pottawattamie County Plan, although it was very similar to the plan used in other counties. It provided for a "Military Council" to take charge of all campaigns in the county for funds or members, each campaign to be put on separately. Other counties were urged by the State Council of Defense to adopt such a program.[262]

Some of the smaller Red Cross chapters met their quotas from funds already in the treasury. Kingsley had realized $25,000 from an auction sale. The quota of $14,000 was doubled and paid from the funds in the treasury.[263] Bancroft likewise had considerable funds on hand as a result of auctions, and here again they doubled their quota and paid it from the chapter treasury.[264]

The willingness and eagerness of Iowa people to support the Red Cross in the second War Fund drive is evidenced by the success of the volunteer methods wherever used. Clarinda people volunteered their subscriptions at the headquarters at the Greater Clarinda Club and doubled their quota.[265] Ames simply announced their quota and asked the people to report at one of twelve subscription stations and sign up. By evening of the first day $12,063 had been pledged. The quota was only $3500. Over 1200 subscriptions were received from a population of 5000 people.[266]

Shenandoah organized its jurisdiction on a military plan, and the order was given for all inhabitants of the two towns to gather at the war offices at six in the morning and all country people of the five townships at the school houses. All subscriptions were refused until the hour for beginning. "The people began to

gather as early as 5:30, and all that remained to do was to accept their money and give receipts. Not a single solicitor was sent out. The receipts were all written by 9 o'clock, and the campaign had succeeded."[267]

There was at least one chairman of an Iowa chapter, who seemed to think the only way to get the money was to go out after it. "What is needed", according to this man, "is solicitors to buttonhole folks. All the publicity in the world will not reach a man and cause him to rush up with his gift. Someone has to see him, and, if I do say it myself, I have a dern good bunch of Red Cross beggars all over the county, and they will be on the job."[268]

Des Moines proceeded as in previous drives to use its teams of men and women. The forces used were "the trained veterans of more than a year's campaigning — the great standing army of the citizenry" of the city. Twenty-six teams of men canvassed the business districts, and the women cared for the residences by means of the block system which had been previously perfected. Three days were enough to complete the task. Twenty thousand subscribers pledged two hundred and thirty thousand dollars.[269]

A great Red Cross parade was held in the city on the first day of the drive. In the line of march were over 12,000 persons, including 7000

children on foot, 1000 more in automobiles, and over 1500 nurses. There were twenty decorated floats and thirty motor trucks. Music was furnished by three military bands and two fife and drum corps. The parade was five miles in length and a crowd estimated at 35,000 were on the streets to watch it pass.[270]

Sioux City and Woodbury County staged an enthusiastic and successful campaign. Teams with a captain or captains in charge of each were named to do the soliciting. Ten teams worked in the city and twenty-four in the rest of the county. In the city the purpose was to get from each individual a subscription equal to the wages for ten minutes a day for a year, while in the county the canvassers aimed to secure from each subscriber a sum equal to five per cent of the quota set for him in the third liberty loan.[271]

Woodbury County's quota was $125,000. From the first it was evident that the quota would be greatly exceeded. Announcement was made that the chapter wished to raise as much as possible with the understanding that all above the quota of $125,000 would be retained for the local chapter to be used for home service, buying material for supplies, and other necessary chapter expenses. The fund grew rapidly and it was a very short time until the

quota was reached and passed. Final figures gave the county credit for having raised about $425,000. Of this amount, $350,000 came out of Sioux City and $75,000 from the county outside the city.[272]

About one-third the population of Sioux City was listed among the subscribers. The average subscription for those giving to the fund was $16, while for the population as a whole the average was $5.50 for each person. All classes and all nationalities joined in the giving. Everyone seemed anxious to do his part. Instead of the usual grind, soliciting proved to be a real pleasure. A solicitor who had worked in the War Fund drive for the previous year remarked that last year "it was work, but this year it was a pleasure".[273]

Many novel schemes were resorted to by the teams to bring in the money. Twenty-five picked beeves, donated by the Traders' Exchange, were auctioned off at the stock yards and after being sold and resold, brought $28,000. One team conducted a kangaroo court. "Minor infractions of nonexistent ordinances and trivial breaches of street etiquette" landed practically all acquaintances of the workers of the team in the court. Fines ranged from $1 to $4. Another team engineered a "raid" on an evening performance of the Orpheum theatre.

"Visiting bankers who attended in a body were summoned individually by members of a Ku Klux Klan and were forced to deliver to the show girls and Red Cross workers ten per cent of all money they had in their possession. Four phoney policemen guarded the exits during the assessment."[274]

During the week of the drive many of the fines in the Sioux City police court were given to the Red Cross by vote of the City Council. Early in the week it was announced that this policy would be followed and the newspapers urged everyone to get "pinched" and thus help the Red Cross. Prisoners were allowed to choose whether their fine money should go to the city or the Red Cross. In case they preferred to give it to the Red Cross the fines were suspended on the police court docket. If the prisoner did not see fit to favor the Red Cross he had to pay it to the city.[275]

Causing no small interest was the announcement of the "Red Cross Jazz Riot". A couple of days after the opening of the campaign the Jazz Riot was announced in the papers. But from the announcement it can be seen that some doubt was left as to the nature of the riot.

Around the Red Cross headquarters everyone is whispering the question, "Have you heard of the Red Cross Jazz Riot?"

Nothing more than that — no information as to the meaning of the question — no data bearing on the meaning of the term "Red Cross Jazz Riot".

No one knows who started the whispered question. No one can say apparently what the question leads to. The men and women who first broached the question merely suggested "it's coming" and allowed headquarters attaches to grope in the dark for the answer.

Next to "Ten Minutes" the Red Cross Jazz Riot problem is easily the greatest "what is it?" of the present campaign. What Jazz Riot has to do with the Red Cross is a mystery deeper than the present whereabouts of Mona Lisa.

The headquarters announces that the riot is permitted. The police department is not going to call for reserves. Mayor Short is going about his duties as a team captain unperturbed and yet

Its coming — The Red Cross Jazz Riot. Everyone whispers the news. Everyone looks puzzled. If you have a score to even with a friend just ask this friend:

"Have you heard of the Red Cross Jazz Riot?"

Then look up the railroad schedule for Cherokee — because the mystery of this "what is it?" will not be disclosed until tomorrow.

By the way of helping to a solution The Journal has it on the best of authority, namely, that of the press agent, that the Jazz Riot has to do with the following:

An automobile.

A barrel of oil.

Peanuts.

Red Cross nurses.

Thoroughbred chickens.
A sheep.
American hot dogs.
Vaudeville teams.
Seventh and Douglas streets.
A day in the week.
Midnight.
Now you know all about the Red Cross Jazz Riot — What is it?[276]

The Jazz Riot came. With it came joy, jazz, and jubilation and $10,000 for the War Fund. A parade through the business district at noon on Saturday, May 25th, started the riot. There followed twelve hours of auction sales, side shows, dances, confetti, and jazz music. The streets around the city auditorium were lined with booths offering all sorts of attractions; within the auditorium dancing was continuous from 1 P. M. until midnight. During the afternoon an auction sale was a feature. Governor Harding was on hand and opened the sale by disposing of the first fifty stars on a large county service flag. This brought in nearly $5000 and furnished the only serious moments of the day. Donated articles to be sold at the auction ranged from a peanut to an automobile and a load of hay. A three-horse team, a load of coal, a wedding ring, a shaved dog, a pair of socks made from its hair, and a crazy quilt made in 1876 were among the articles sold.[277]

From the opening day of the Iowa campaign it was only a question of how much the State quota would be oversubscribed. Reports of large oversubscriptions at once began to pour into the office of Mr. Wallace. Just a few of the reports tell the story. Algona raised $6000 the first day although its quota was $4000. Tipton with a quota of $17,000 went over the top the first day; Belmond required only until noon of the opening day to secure $5400, when their quota was only $2000; Kossuth County raised its quota of $18,000 and was still going at the end of one day's work; and Wayne County in the same time doubled a quota of $10,000. At the close of the campaign Iowa had raised $2,700,000 or eighty per cent oversubscription. Polk County led the State in the amount raised with $255,204.43 or $105,304.43 over its quota. Kossuth, Wayne, Guthrie, Dubuque, and Ida counties all registered oversubscriptions of more than one hundred per cent. In fact every county raised its quota. More individual subscriptions were registered than in any previous campaign.[278]

So thoroughly had the Red Cross spirit seized the State of Iowa by this time that even the products of the soil began to show evidences of it. A Red Cross ear of corn was the unique product of a field in Marshall County. It was

an ear of what is known as calico corn, most of the kernels being white, mottled with spots of red. In the center of this ear, however, there were two rows of deep red kernels, each row containing twelve kernels, while midway alongside of each of these rows were four deep red kernels, making an almost perfect cross. By holding the ear of corn a few feet distant from the eye, the red cross stood out "as prominently as though painted upon the white cap of a nurses's uniform."[279]

DISPOSITION OF WAR FUNDS

The funds obtained from the drives were divided between the chapters and national headquarters under arrangements permitting the assignment to each chapter, for local war work exclusively, of not more than twenty-five per cent of that collected within its territory. Chapters received 18.5 per cent from the first drive and 19.3 per cent from the second — a total of $53,800,000. Money from the two War Fund drives furnished the major proportion of the funds with which Red Cross relief work was carried on both in the United States and abroad. The war funds could be used for nothing but relief work. As a result of interest earnings more than $1.01 was made available for war relief from every dollar collected.[280]

On February 28, 1919, there was $88,879,857.60 in the War Fund still available for appropriation. These unappropriated funds, however, were being rapidly utilized. They represented the only available resource for new undertakings and for carrying on the great bulk of the work previously undertaken. The Red Cross was committed to a continuation of its service in practically all lines, many of which were then still expanding.[281]

THE RED CROSS AND WAR CHESTS

With the development of the war chest idea the Red Cross was asked to join in the movement. The war chest "may be defined as an attempt to raise in one campaign of short duration sufficient money to meet for one year a city's quota of national and local war relief funds."[282] There were so many organizations putting on campaigns for funds for war work that communities were tiring of them. By the war chest plan all such campaigns could be consolidated into one big one and the task would be over. Each organization could then be given its quota from the general fund and a great amount of time and expense would thereby be saved.

One has no difficulty in seeing how such an idea would appeal to a great many people. It certainly seems, on first thought, to offer a most

desirable solution for a very perplexing situation. Many cities, towns, and counties over the country adopted some form of the war chest and put it in operation. Many more gave the plan a great deal of consideration. Although the plan appeared desirable at its inception and was used with a degree of satisfaction in some cases, it did not prove satisfactory to the American Red Cross. The Red Cross declared itself as opposed to the war chest and exerted its influence to keep its chapters from participating where this plan was adopted.[283]

Among the Red Cross objections to the war chest, the following are emphasized in the *Central Division Bulletin*. It was never possible to tell what the needs of the Red Cross were going to be, even for a few months in advance, which made it dangerous to set the amount to be raised during any future period. In the second War Fund some of the Red Cross chapters which had entered into war chests found it extremely embarrassing when they had to go before their communities and ask for additional subscriptions to meet their quotas. Further it was felt that a Red Cross chapter ought not to be obliged to look to a war chest committee for the necessary funds to conduct its activities, for fear it might lose its flexibility and become restricted to the wishes of a committee possibly

not having the full realization of Red Cross needs.

Great emphasis was laid on the educational value of the campaigns. Each organization had a story to tell. The war chest limited the opportunities of telling these stories. Since the Red Cross hoped to profit in peace times by its war campaigns, it refused to lose its identity in a combination of organizations. Again the Red Cross was on a basis slightly different from other organizations. It was duly authorized by an act of Congress. Its accounts were audited by the War Department. The President of the United States was its official head. Hence there was a feeling that the Red Cross should be exceedingly careful in delegating its authority or permitting chapters to become subservient or dependent upon any other organization.

Not for a moment did the Red Cross question the motives of the sponsors of the war chest idea. But the Red Cross had such tremendous responsibilities that it felt it needed the enthusiastic personal support of everyone. This support could be secured and maintained only by an adequate realization of the individuality of the Red Cross and the magnitude of its work.[284]

The Red Cross was more than ever convinced of the undesirability of the war chest after the second War Fund drive. George B. Stadden,

State manager for Illinois in the second War Fund drive, had the following to say when the drive closed:

"My conclusions are that it [War Chest] is detrimental to the best interests of the Red Cross, in fact, all war activities, as it is not conducive to the highest patriotic endeavor and chapters should be discouraged from entering the plan."[285] The following came from the secretary of a chapter using the war chest plan:

I will be frank and say that my opinion has been changed somewhat since the beginning of our campaign for the War Chests, for I have begun to see that our people take it as a matter of course that we will do our part in various war activities and are resting easy now that they feel that the money has been raised. This is not a time to rest easy for we want to be thinking every minute of the many things that must be done if we are going to win the war, and I believe the War Chest idea, if it became prevalent over the country, might cause a decrease in that patriotic fervor that must be maintained in the hearts and minds of our people if we are to succeed in the great task we have undertaken. I believe a campaign for the Red Cross stimulates a general interest in the work of the organization and keeps our people posted on its needs and activities.[286]

Results of the Illinois campaign for the second War Fund were another argument against

the war chest. Communities using the war chest made this showing: one did not report its quota raised until July, six oversubscribed slightly, six gave exactly the amount asked, and one did not quite make its quota. "According to the above figures, if the entire state had been under the war chest plan, the Red Cross would have received about $1,000,000 less than it did receive and in addition the educational value and patriotic stimulus of the campaign would have been lost, for communities having war chests did not use the publicity material, as a rule."[287] Many chapters of the Central Division which had adopted the war chest abandoned it about the time of the second War Fund drive.[288]

Several Iowa Red Cross chapters adopted plans similar to the war chest. Webster County was the first to try the plan. Des Moines, Jones, Delaware, and Louisa counties were among those that followed suit. Considerable success seems to have attended some of the ventures, but the plan was not widely used in the State and was not supported by State officials.[289]

Among the cities of the State which refused to accept the war chest after a careful examination was Des Moines. These objections to the plan were outlined by members of the Des Moines Chamber of Commerce:

1. There is nothing like constant campaigning to preserve the highest type of patriotic zeal and fervor in the community.

2. There is no reason for taking the sentiment out of campaigns; and the so-called "war chest" makes the act of giving money for war purposes a deliberate act.

3. But even that does not rob the tendency to consider less carefully the fine points of any proposed campaign or request for funds if the fund is in hand and a check book lying on the table.

4. There is always danger that the fund acquired in a "war chest" will run out prior to the time limit set in the campaign; and then the campaigners are absolved from going again to the public. If they do so, they encounter demurring and complaint, naturally.

5. The whole plan is wrong in principle, and has as its only argument conservation of time. There is nothing especially worthy in the plan except that fact; which does not outweigh the many objections.[290]

John P. Wallace, who had charge of raising the second War Fund in Iowa, was convinced as a result of the drive that the war chest was not desirable. "The war chest plan", he writes, "almost takes entirely out of the campaign the spirit of giving. People sign the pledge cards, many times under compulsion, even though they may not seem to do so, others are glad to sign them because it means they are getting off with

a few dollars''. It was absolutely opposed to Red Cross principles to resort to force or any coercive methods to secure members or funds. Red Cross officials found it necessary in a few cases to protest against the use of such methods in Iowa.[291]

''If all counties had adopted the war chest plan we would have raised the $1,500,000, no more, no less'', declares Mr. Wallace. ''There would have been no enthusiasm which oversubscriptions in the various chapters as high as 250 per cent, have given. We would have had the small satisfaction of doing 'our bit' and not the large satisfaction of having done 'our best'. While the money in the Red Cross campaign is important and very necessary, even of more importance is the taking of the Red Cross message to the people in every community.''

The best plan to be followed in campaigns, in Mr. Wallace's view, called for each community to organize thoroughly with the strongest, most unselfish, and biggest man of the community at the head. Let him appoint on his staff two or three or five other men to form an executive committee. Let this committee organize each town by districts, each county by townships, and even each township by school districts, appointing a captain for each town district and for each township. Have the organization so com-

plete that when a call comes for a campaign all that needs to be done is to tell the workers what is wanted. Such an organization should be considered essential, but it should conduct separate campaigns and not try to conduct one campaign for all purposes.[292]

VII

Financing Local Organizations

No small amount of money was needed by the chapters, branches, and auxiliaries in upholding their part of the Red Cross program. Greatest among their expenses were those for making relief articles, but other activities such as the canteen service, home service, disaster relief, and public health nursing made heavy inroads on local funds. The local organizations financed all their local activities from their own treasury.[293]

One source of income for chapters was from membership dues. Each chapter received a certain per cent of all membership dues collected in its jurisdiction. Chapters were also entitled to a refund of not more than twenty-five per cent from all money raised in their territory in the two War Fund drives, although many chapters never asked for such refunds. Income from the above sources was not as a rule sufficient to meet all chapter needs, however, and other means of raising money such as entertainments, auction sales, and subscriptions were used.

Red Cross regulations forbid the use of certain money raising schemes that are often used in similar emergencies. Chain letters were prohibited and tag days discouraged. Chapters or branches were not permitted to make arrangements with any merchant to receive a share of his profit or in any other way commercialize the name of the Red Cross. Professionally promoted entertainments were looked upon with much disfavor, and no company or individual was permitted to hold performances for the benefit of the Red Cross without arranging with the Red Cross chapter of the community.

National Headquarters was definitely opposed to any games, lotteries, raffles, or any form of appeal possessing gambling features. Ticket-selling methods of raising money were frowned upon. The desire of the Red Cross was that the public be not harassed by too many and too small appeals. The Red Cross did not want to be associated with "small change" or undignified methods of raising funds.[294]

A method of financing chapters that was highly approved by the Red Cross officials was by personal subscriptions. At a Central Division conference in November, 1917, it was suggested that chapters seek to finance themselves until the next War Fund campaign by quietly securing monthly pledges exclusively for chap-

ter work. The plan was used successfully in many places.[295]

Occasionally questions came up as to the uses to which chapter funds could be put. Definite rules were laid down by National Headquarters covering these points, but these rules were not always followed. The *Central Division Bulletin* announced that it was not proper to make use of chapter funds for building or helping to finance hospitals, convalescent homes, or other permanent institutions. Furthermore it was contrary to Red Cross policy to make contributions from chapter funds to other relief organizations. In short the Red Cross chapter funds were to be used only in the particular lines mapped out by those at Washington.[296]

FINANCING LOCAL ORGANIZATIONS IN IOWA

As in other States, the many local units of the Red Cross in Iowa usually found the returns from dues and the War Fund drives insufficient. Many chapters in Iowa never asked for their refund from the War Fund, preferring to raise their money in other ways and thereby give more money for the national organization. Numerous and interesting methods of raising funds were tried throughout Iowa. In some cases chapters undertook to raise money to finance their branches and auxiliaries; in other

cases the branches and auxiliaries undertook to secure their own funds. Consequently some of the money raising plans were developed by chapters, others by their branches or auxiliaries; but in any case it was for the purpose of financing Red Cross activities in Iowa communities.

Auction Sales.— Auction sales seem to have been the most common practice. Such sales were held in communities all through the State and were usually successful. A great deal of money was raised in this way and much Red Cross enthusiasm engendered. A few instances of auction sales taken at random from many, many such sales tend to show the results obtained. Tama raised $1300, Ida Grove $5000, Kingsley $35,000, Le Mars $44,000, West Liberty $11,500, Casey $2500, Riceville $3617, and Winnebago County $18,000. Hinton, in Plymouth County, with a population of only 291, raised $40,000.[297]

Different plans were, of course, used in different places. At Ida Grove, on February 22, 1918, a sale of donated goods was held. The articles contributed included live stock, poultry, seed corn, potatoes, provisions, and all sorts of merchandise. Five thousand dollars was realized from the sale. So great were the donations

to a sale at Algona that it was necessary to continue the sale a second day. The same thing was true at Traer where it was estimated that more than a carload of material was donated to be sold for the cause. A fund of $10,000 was raised in Winnebago County by subscriptions, and with this money goods were purchased for an auction which realized over $18,000.[298]

That the people responded most generously in the purchase of goods at these sales is witnessed by the large amounts paid for particular commodities. In many cases the large price attributed to a particular article is due to the fact that the object was sold many times, being returned each time by the purchaser to be sold again.

One pound of butter sold for $567 at Marble Rock. A pumpkin pie brought $42.85 at Tama; while at Woodward 58 cakes, one for each soldier from the town, brought $500. At Kingsley the sale of a $50 liberty bond raised $24,000 and at the same sale a goat was sold for $1516, and a goose egg for $615. In selling the bond there were 180 bids of $100, four of $125, and many more from $25 to $100. The bond was later presented to the mother of the first Kingsley boy killed in France. At Algona, buffalo meat sold at from $2 to $10 a pound; while a choice cut, sent to the Governor of the State, cost the purchaser $102.[299]

"Fowl" means were often used to raise money. A rooster "worth 75 cents" brought $1200 at Grinnell. A resident of Newell raised a turkey for the Red Cross which sold for $4000, after which a committee was named to present it to President Wilson. In Cass County a single rooster was reported to have been sold over 5500 times with such good results that the rooster was reported to be getting "cocky" over his accomplishment. The lowest amount realized at any sale was $107.50 and the highest $7316.50. He raised $27,300.00 in twelve sales. The Storm Lake chapter realized $8500 from a goose which was later presented to Governor Harding.[300]

"Abraham Lincoln" and "Jack Pershing" were two birds with a wide reputation in the State during the war. "Jack Pershing" was a rooster belonging to the chapter at Fontanelle, which was sold hundreds of times at different sales. By April, 1918, the amount paid in on bids was $15,770. "Lincoln" was a goose which sold for $57 at a sale of the Lincoln Township branch of the Madison County chapter. Later it was offered to other chapters for similar purposes. Adair County challenged Madison County to a contest for the goose at a patriotic day celebration on Thanksgiving. The county pledging the most to its Red Cross chapter was

to get the goose. Handbills in Madison County announced that the two counties would meet in a "Fight To A Finish". The posters carried pictures of the goose and urged everyone to make a pledge to their Red Cross. Adair County won "Lincoln", having raised $2950 to $2508 for Madison County.[301]

Selling service flags or stars on service flags was another popular method of replenishing Red Cross treasuries. When the Riceville chapter needed money someone offered to sell a Red Cross service flag which the women had made. It "was sold, and given back and sold again and again, and next day some more people came into town and paid in money, even though the flag had been sold and taken away . . . . and the one who had bid the highest, and who finally took the flag home, is a citizen of foreign birth." Proceeds of the sale were $3617.50. West Liberty, with 1760 people, sold fifty-four stars on the service flag for $11,500; Le Mars sold a star on its service flag for each boy in service at $100 each, netting $24,000.[302]

Almost anything would bring a good price at a Red Cross sale in Iowa during the war. In a small country neighborhood in Linn County a Red Cross auction was in progress when the auctioneer, pausing at the end of a "knock-down", happened to glance upward and see a

flock of wild ducks flying overhead. Before the ducks were out of sight they had been sold for $345. It was not without some basis that the *Central Division Bulletin* stated its expectation of hearing that clouds and square yards of blue sky were being sold for the Red Cross in Iowa.[303]

Pig Clubs.— Not infrequently Red Cross chapters developed ideas for securing livestock to be sold for their benefit. On some occasions the farmers would donate animals from their farms to be shipped for the Red Cross; on other occasions plans were worked out for raising livestock for that particular purpose.

In May, 1918, the Alvord chapter shipped a car of livestock — fifty-nine hogs and five calves — to the Sioux City market where they brought $2360. The Grinnell chapter shipped its third car of Red Cross hogs in May, 1918, the hogs being donated by farmers and others interested in the cause. The car and hogs were placarded with banners and red crosses, and cards were distributed at the different stations proclaiming their mission. The hogs were auctioned off at the market, one of them bringing as high as two dollars a pound. Proceeds from the whole car amounted to $12,000.[304] A movement was begun in Story County to have everyone raising

chickens donate one to the Red Cross; Fayette County proposed to have every hog raiser, raise a Red Cross pig.[305]

One of the most successful ventures of this sort was that of the Winneshiek County Red Cross chapter. Early in 1918 it was suggested that a pig club be organized. The proposal met with sufficient encouragement to warrant its adoption so a constitution and by-laws were drawn up and the organization set going. The only requirement for membership in the club was that the applicant pledge a pig for the Red Cross and agree to feed and care for it until ready for market.

The public responded enthusiastically and in a very short time the club was assured of success. People caught the spirit of the undertaking and before long everybody was talking about the pig club. The county newspapers got behind it and gave it a good send-off. A delegation was formed and, accompanied by speakers and musicians, visited the towns and county schoolhouses throughout the county. Soon the membership was over a thousand, and the goal was then set at double that number. Officers from the branches were called in to help, and solicitors were appointed for each township in the county. Before the canvass was completed 2240 persons became members of the club. Per-

sons living in the towns, as well as the farmers, joined the organization and in many cases where they were not able to raise their own hogs, arrangements were made with farmers to do it for them.

Every member of the club was given a button bearing the inscription "Winneshiek County Pig Club"— with the picture of a well fattened pig in the center. All pigs pledged to the Red Cross were tagged on the ear with a metal tag which bore a bright red cross. Ben Bear of Decorah, treasurer of the Winneshiek County Red Cross chapter and the moving spirit behind the pig club, stated that the members of the club were "more proud of that button than any other they wore the past summer", and that the pigs with the red cross tags in their ears "seemed to carry their heads a little higher all summer than the rest of the herds."

By December, 1918, the time had come to assemble the hogs and ship them to market. Postals were sent to every club member and the telephones were employed to get the word scattered over the whole county that the members were to bring their hogs in on an appointed day. The hogs were collected and loaded at the stock yards at Decorah, Cresco, Ridgeway, Jackson Junction, Fort Atkinson, Calmar, Ossian, Castalia, and Mabel. When all were

loaded and accounted for there were twenty-seven car loads containing 1914 animals. Some members had sold their pigs at earlier dates; while others desired to feed theirs for a while longer and did not deliver them at this time. Still others, instead of bringing in a pig, simply turned over a sum of money to cover their share.

Arrangements had previously been made for a special train to convey the cars to the Chicago market. The cars were covered with placards, banners, and Red Cross emblems, and when all the cars had been assembled and the train, which came to be known as the "Winneshiek County, Iowa, Hog Special", started on its journey it made an interesting sight and attracted a great deal of attention. At Decorah an enthusiastic crowd turned out at eleven o'clock at night, and the band was on hand to give the hogs from that place the proper send-off. News of the train's coming preceded it along the way and crowds turned out at the stations to see it as it passed. At the Chicago yards a Pathé moving picture man was on hand and "shot up everything from the train men and shippers to the hogs and banner-bearing cars."

The special train arrived in Chicago on Monday, December 16th. The shipment was consigned to the President of the live stock ex-

change and at an early hour commission men were on hand anxious to give their services free in disposing of the cargo. To facilitate the sale the names of all commission men were put in a hat and the first twenty-five drawn were assigned the task of getting the best possible prices for the stock.

There was a big run of hogs on the Chicago market that day and if arrangements had not been previously made for the sale of the Red Cross hogs, there might have been great difficulty in disposing of them at satisfactory prices. As it was, all other business in the hog alleys was laid aside while these hogs were sold. All the buyers bid generously. It was a mixed lot of hogs that was put before them. "Every breed was represented and many of the hogs showed several breeds. They were big and little, fat and thin, but this made no difference to the packers who bought the stock. There was no sorting, everything went with the load — and at good prices." Armour's buyers took ten loads and other packers bought the remaining loads at prices that were considerably above the level of the market. Over $60,000 was realized from the sale, which, with the proceeds from pigs sold at other times resulted in a total of something over $70,000 from the pig club — a magnificent sum for Red Cross service.[306]

Some Other Methods.— The ladies even resorted to strenuous manual labor on some occasions to bring in the money. Red Cross ladies of Des Moines cleared $1000 serving meals at the State Fair. At Redfield a farmer offered to pay the women ten cents a bushel to husk his corn. He furnished them with teams and wagons and they husked 430 bushels in one day. The Red Cross at Laurie was offered the proceeds of an acre of corn if the ladies of the chapter would husk it. One morning seven automobiles carried the ladies out to the farm and, in a little over an hour, the corn was husked and sixty-five dollars went into the treasury of the Red Cross. A plot of ground was offered to the Sioux City Red Cross providing the ladies would plant it in potatoes. Twenty-five society ladies turned out and planted the potatoes.[307]

During a parade at Waterloo, in honor of five hundred drafted men, a large outstretched flag was carried by twelve men and the crowd threw coins into it as it passed. There had been no previous announcement, but more than $650 was collected. Miss Sue Johnson of Newton collected a mile of pennies for the Red Cross. It takes 84,480 pennies to make a mile or $844.80. An "eatless banquet" resulted in money for the Red Cross at Des Moines. This was the

annual banquet of the Highland Park College Woman's Association on February 8, 1918, at which A. E. Kepford, State director of the Red Cross, was the speaker. When the hundred and eighty guests arrived they paid a dollar a plate. "But on the plates were only the aforesaid cocktails [Red Cross] — made of the common or garden variety of water! The tables were beautifully decorated and everyone in full evening dress. The money paid for the 'plates' was put into a miniature ship sailing under Red Cross colors."[308]

Very often Red Cross chapters were the recipients of gifts from individuals or local organizations, as illustrated by the gift of the Sioux City Shriners. Abu Bekr temple, Ancient Arabic Order of Nobles, donated $6000 to the Sioux City Red Cross. This fund was one which had originally been raised to meet the expenses of sending the drill patrol to the national convention in Minneapolis.[309]

Considerable money was received by Iowa chapters as a result of fines levied on violators of the rules of the United States Food Administration. In dealing with violations of these rules the ordinary procedure was to make a settlement by securing a contribution from the offender to the local Red Cross. In many cases the contribution ran as high as $300; at times it

was as low as $15. In the cases disposed of by the Enforcement Division for Iowa, of the United States Food Administration, close to $10,000 was contributed to the Red Cross. In addition the county administrations adopted the same tactics and settled many of their cases in a similar manner. The Sugar Division also followed this plan and collected several thousand dollars for Red Cross chapters.[310]

Salvage Stations.— The salvage department of the Woodbury County Red Cross chapter was established at Sioux City early in January, 1918. A call was issued for contributions of metals, including iron, copper, brass, tin, tinfoil, solderfoil, lead, zinc, rubber, boots and shoes, auto tires, rags, old typewriter ribbons, worn rubber heels, broom and mop handles, old electric light globes, suit and hat boxes, and old papers and magazines. Special emphasis was placed upon the suggestion that all 1917 auto license tags be turned over to the Red Cross salvage station. A vacant store building was secured as a receiving station and plans were laid to stage a city-wide "no waste campaign" and to secure the aid of all school children to carry out the project.[311]

The organization of the "junk squad" was the work of the O. U. Bridge Club, a regular

auxiliary of the Red Cross. Soon after the appointment of a young society lady as chairman of the squad she announced that a baby cab and three old garbage cans had been delivered at her home as the first contributions to the new department. Among the lists of other early donations were three carloads of scrap iron given by a local business firm.[312]

In March the salvage department was moved to larger quarters in the Woodbury County court house. Members were continually finding new articles to collect and new fields for their endeavors. It remained for this department of the Red Cross "to enter the hair switch in the battle for democracy. Blonde switches, brunette switches, auburn switches — any kind or variety" were called for. Discarded switches and wigs were bringing high prices as salvage. Simultaneously with the collection of junk, the women of the salvage section planned to aid the Child Welfare League of the city by taking a census of all children in the city under five years of age.[313]

By April still larger quarters were needed for the work and headquarters were established in a city-owned structure formerly occupied by the police department, a building which offered ample room for the development of new activities. In April the sale of junk, resulting from

about ten days' collecting, brought $350, and during the first three weeks of June the sales realized $500 more for the Red Cross. The junk sold in June included 24 tons of paper, 6 tons of iron, 4800 bottles, 1310 pounds of rubber, 4387 pounds of rags, 50 pounds of pewter, and 200 pounds of brass. Twelve wholesale houses of the city gave the use of one or more trucks each Saturday for collecting and handling the materials.[314]

Two new features were added to the salvage station in May — an "Old Curiosity Shop" and a weekly rummage sale. People were asked to make donations for both. "Anything which anyone will give, from jewelry to dogs, cats and chickens" was wanted for the curiosity shop; all kinds of old clothing was acceptable for the rummage sales. These innovations proved to be a great benefit: not only were they a source of income for the Red Cross, but they proved a real boon for those who were thus enabled to buy many necessary articles at very greatly reduced prices.[315]

Large quantities of goods were turned over to the salvage station and before long the sales were a daily feature. Quantities of clothing, shoes, and household goods were sorted and arranged in various rooms ready for inspection by prospective purchasers. Two rooms were

filled with shoes; women's and children's clothing occupied several rooms; another was filled "with odds and ends of every description, from clocks and cabinet organs to women's dress forms and discarded safety razors."

China proved to be a good seller. The supply was soon exhausted and calls were sent out for more. Second hand furniture was in great demand and sold as fast as it could be gathered. The calls for curtains, bedding, comforters, pillows, and rugs could not all be supplied.[316]

At first the women Red Cross workers "threw up their hands in horror at the thought of handling the junk", but as they came to see how important and profitable it proved to be, many volunteered for the work. Only articles in good condition were wanted, for no provision was made for mending and repairing. During the summer a millinery department was opened in which hats were trimmed by the Red Cross milliners. The offering in this line included " 'perfectly lovely' felts, and velours and velvets."[317]

By the end of the year, 1918, profits from the salvage station had amounted to $1180.50. In addition to the profit to the Red Cross much material which would have otherwise been wasted was saved. Of still greater importance was the service rendered the community in

supplying many people with necessities at very nominal prices. Inquiries regarding the work of the Sioux City salvage station were received from institutions and Red Cross chapters in many parts of the country.[318]

With the close of hostilities the salvage station was considered too valuable an institution to be abandoned. The mayor called a meeting of the representatives of ten of the city's organizations and arrangements were made to continue with the project. Temporarily it was to be continued under the control of the Red Cross with the funds going to the Organized Welfare Bureau. A paid executive was put in charge.[319]

A similar station was established in Des Moines about May, 1918. An old house was taken over and fixed up inside and out with material furnished by local firms. Fourteen rooms were prepared with counters, shelves, showcases, mirrors, tables, and chairs ready to receive donations. One room was set aside for women's clothing, one for children's garments, two for repairing and painting furniture, and another for a tea room. Outside, the yard was planted to grass and flowers, and a war garden was cultivated by children from a nearby school. This station cleared $1000 in August and $2000 in September, 1918, sales averaging about $100 a day.[320]

Monthly Subscriptions.— Some chapters looked to monthly subscriptions to support their local work, a plan that was highly recommended by Red Cross officials. Although it lacked the spectacular features of many of the methods used and did not attract much public attention, it proved very effective in some Iowa communities. At Davenport they secured pledges of $2200 a month for as long a period as it might be needed. Iowa City also tried it and found it thoroughly successful. The Iowa City fund was contributed to by three thousand subscribers, the gifts ranging from ten cents to twenty-five dollars a month. The total amounted to $2200 a month and was collected each month by the Red Cross women. All offers of entertainments, meals, sales, and similar money raising devices were refused.[321]

State Director Kepford estimated that the chapters of Iowa raised approximately $5,581,-303 to finance chapter activities. This added to the amount raised in the two War Fund drives, which was $4,190,483.36, made a total of $9,771,-786.36 raised in the State of Iowa for Red Cross purposes.[322]

State Director Kepford's correspondence shows that in many cases divisions of profits were made by Iowa chapters with stores, entertainments, and the like, an arrangement which

was opposed to the Red Cross policy. Very often, however, these and other infractions of Red Cross rules were due to misunderstanding rather than to a deliberate disregard for the rules.

Some cases also were found in Iowa where chapters did not follow Red Cross regulations in the use of funds. A number of chapters contributed from their funds to Armenian and Syrian relief, for instance, regardless of the opposition of the national officials. Funds were also used in a few instances for establishing hospitals and permanent institutions, contrary to rules. With the signing of the armistice many chapters found themselves with substantial sums in their treasuries and their work discontinued. The national organization urged chapters to retain sufficient funds for home service, administrative expense, and other activities that they were planning to continue, and turn the remainder over to it to be used in relief work abroad.[323]

NOTES AND REFERENCES

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CHAPTER I

[1] Axson's *The Symbol of Service to Mankind* in *The National Geographic Magazine,* Vol. XXXIII, p. 375.

[2] *The American Red Cross — What It Is and What It Does,* p. 3. This was a pamphlet issued in 1918 by the Red Cross.

[3] Archer and Kingsford's *The Crusades,* pp. 169–187; Boardman's *Under the Red Cross Flag at Home and Abroad,* pp. 21–23.

[4] Cook's *The Life of Florence Nightingale,* Vol. I, pp. 146, 147; Axson's *The Symbol of Service to Mankind* in *The National Geographic Magazine,* Vol. XXXIII, pp. 375–377.

[5] Cook's *The Life of Florence Nightingale,* Vol. I, pp. 147, 148.

[6] Boardman's *Under the Red Cross Flag at Home and Abroad,* pp. 27, 28; Axson's *The Symbol of Service to Mankind* in *The National Geographic Magazine,* Vol. XXXIII, pp. 377–380.

[7] Cook's *The Life of Florence Nightingale,* Vol. I, pp. 159, 162, 171, 181, 182; Boardman's *Under the Red Cross Flag at Home and Abroad,* pp. 28, 29; *The American Red Cross — What It Is and What It Does,* p. 3.

[8] Cook's *The Life of Florence Nightingale,* Vol. I, pp. 176, 185.

Miss Nightingale found it to be no easy task to maintain the necessary discipline among her nurses and to satisfy their demands. One nurse complained regarding the caps they were ordered to wear: "I came out, Ma'am, prepared to submit to everything, to be put upon in every way. But there are some

things, Ma'am, one can't submit to. There's the caps, Ma'am, that suit one face, and some that suit another. And if I'd known, Ma'am, about the caps, great as was my desire to come out and nurse at Scutari, I would not have come, Ma'am.''— Boardman's *Under the Red Cross Flag at Home and Abroad,* pp. 29, 30.

[9] Boardman's *Under the Red Cross Flag at Home and Abroad,* p. 30; Cook's *The Life of Florence Nightingale,* Vol. I, pp. 194–198, 254.

[10] Cook's *The Life of Florence Nightingale,* Vol. I, pp. 213, 214.

[11] Cook's *The Life of Florence Nightingale,* Vol. I, p. 237.

[12] Hazen's *Henri Dunant: Founder of the Red Cross* in *The Red Cross Magazine,* Vol. XIII, No. 7, p. 66; Boardman's *Under the Red Cross Flag at Home and Abroad,* p. 33.

[13] Hazen's *Henri Dunant: Founder of the Red Cross* in *The Red Cross Magazine,* Vol. XIII, No. 7, p. 66; Boardman's *Under the Red Cross Flag at Home and Abroad,* pp. 33, 34.

[14] Axson's *The Symbol of Service to Mankind* in *The National Geographic Magazine,* Vol. XXXIII, pp. 382, 383; Hazen's *Henri Dunant: Founder of the Red Cross* in *The Red Cross Magazine,* Vol. XIII, No. 7, pp. 66–68; Boardman's *Under the Red Cross Flag at Home and Abroad,* pp. 32, 33.

[15] Hazen's *Henri Dunant: Founder of the Red Cross* in *The Red Cross Magazine,* Vol. XIII, No. 7, pp. 68, 69; Boardman's *Under the Red Cross Flag at Home and Abroad,* p. 35.

[16] Hazen's *Henri Dunant: Founder of the Red Cross* in *The Red Cross Magazine,* Vol. XIII, No. 7, pp. 69, 70; Boardman's *Under the Red Cross Flag at Home and Abroad,* pp. 35, 36.

[17] Boardman's *Under the Red Cross Flag at Home and Abroad,* pp. 36, 37; Hazen's *Henri Dunant: Founder of the Red Cross* in *The Red Cross Magazine,* Vol. XIII, No. 7, pp. 70, 71.

[18] *The American Journal of International Law,* Vol. IV, Supplement, p. 236; Hazen's *Henri Dunant: Founder of the Red Cross* in *The Red Cross Magazine,* Vol. XIII, No. 7, p. 71; Boardman's *Under the Red Cross Flag at Home and Abroad,* pp. 42, 43.

[19] Davis's *The Sanitary Commission — The Red Cross* in *The American Journal of International Law,* Vol. IV, p. 553; *The American Journal of International Law,* Vol. I, Supplement, pp. 91, 92; Boardman's *Under the Red Cross Flag at Home and Abroad,* pp. 43–45; Hazen's *Henri Dunant: Founder of the Red Cross* in *The Red Cross Magazine,* Vol. XIII, No. 7, p. 71.

[20] Axson's *The Symbol of Service to Mankind* in *The National Geographic Magazine,* Vol. XXXIII, p. 385; Boardman's *Under the Red Cross Flag at Home and Abroad,* p. 43.

William H. Seward, Secretary of State, is reported to have said at the time: "Our government, while always ready to forward all humanitarian action, has a well-understood policy of holding itself aloof from all European Congresses or compacts of a political nature. . . . The Congress at Geneva being for the modification of *international laws of war* is one of great significance and the sending of delegates officially impowered to represent and act for the United States was from the many difficulties apparent, nearly or quite impossible. . . . . The Government wishes to act as a free agent, with option in the premises, and in its own good time."—Davis's *The Sanitary Commission — The Red Cross* in *The American Journal of International Law,* Vol. IV, p. 552.

[21] Fullbrook's *Relief Work in Iowa During the Civil War* in *The Iowa Journal of History and Politics,* Vol. XVI, p. 159.

[22] Fullbrook's *Relief Work in Iowa During the Civil War* in *The Iowa Journal of History and Politics,* Vol. XVI, pp. 172–174.

[23] Bicknell's *Red Cross Christmas Stamp for 1909* in *The*

Survey, Vol. XXIII, p. 93; Fullbrook's *Relief Work in Iowa During the Civil War* in *The Iowa Journal of History and Politics,* Vol. XVI, pp. 172–174.

[24] Davis's *The Sanitary Commission — The Red Cross* in *The American Journal of International Law,* Vol. IV, pp. 548, 549, 556, 557.

[25] Davis's *The Sanitary Commission — The Red Cross* in *The American Journal of International Law,* Vol. IV, p. 555; Boardman's *Under the Red Cross Flag at Home and Abroad,* pp. 43, 44.

[26] Cook's *The Life of Florence Nightingale,* Vol. II, p. 205; Boardman's *Under the Red Cross Flag at Home and Abroad,* p. 36; Davis's *The Sanitary Commission — The Red Cross* in *The American Journal of International Law,* Vol. IV, p. 557; Axson's *The Symbol of Service to Mankind* in *The National Geographic Magazine,* Vol. XXXIII, pp. 385, 386.

"Dunant's later life was inconspicuous. He lived on for nearly fifty years. . . . His obscurity was in singular contrast to the world-wide fame that was the fortune of Florence Nightingale. He fell upon evil days. He lost his property which he had spent largely in good works. An attack of paralysis incapacitated him from work and he became for awhile the recipient of charity. . . . [He] lived in obscurity, unknown, unsung." His last years were made easier as a result of receiving in 1901 one-half of the Nobel Peace Prize. He died in 1910.— Hazen's *Henri Dunant: Founder of the Red Cross* in *The Red Cross Magazine,* Vol. XIII, No. 7, pp. 71, 72.

CHAPTER II

[27] Pine's *First Aid to the Injured* in the *Proceedings of the Tenth Annual National Conference of Charities and Corrections,* 1883, p. 434; Epler's *The Life of Clara Barton,* p. 139.

We find the ancient order of the Knights of St. John taking an important part in the relief work of the Franco-Prussian War. "Upon the battlefield of the Franco-Prussian war, the

red cross gained for itself a significance possessed by no other emblem. To all, friend and foe alike, it indicated the power which saves. . . . Of that heroic army of men and women who gained for the red cross its glorious distinction, no corps rendered more faithful service, nor did any more to save life and mitigate suffering than the St. John's Ambulance Association of England. The lineal descendant, as it may be called, of the Knights of St. John of Jerusalem, it nobly sustained the traditions of its order, once so famous for deeds of mercy as well as of chivalry''.— Pine's *First Aid to the Injured* in the *Proceedings of the Tenth Annual National Conference of Charities and Corrections,* 1883, p. 434.

[28] Epler's *The Life of Clara Barton,* pp. 124, 128, 129; Boardman's *Under the Red Cross Flag at Home and Abroad,* p. 80; Davis's *The Sanitary Commission — The Red Cross* in *The American Journal of International Law,* Vol. IV, pp. 558, 559.

[29] Boardman's *Under the Red Cross Flag at Home and Abroad,* p. 80; Epler's *The Life of Clara Barton,* p. 124.

[30] Epler's *The Life of Clara Barton,* pp. 123, 203–231; Davis's *The Sanitary Commission — The Red Cross* in *The American Journal of International Law,* Vol. IV, pp. 558, 559.

[31] Davis's *The Sanitary Commission — The Red Cross* in *The American Journal of International Law,* Vol. IV, pp. 558, 559; Epler's *The Life of Clara Barton,* pp. 229–232.

[32] Epler's *The Life of Clara Barton,* pp. 232, 233; Barton's *A Story of the Red Cross,* p. 5.

[33] Epler's *The Life of Clara Barton,* pp. 230, 235–239.

[34] Davis's *The Sanitary Commission — The Red Cross* in *The American Journal of International Law,* Vol. IV, p. 563; Epler's *The Life of Clara Barton,* pp. 231, 239–246.

[35] Epler's *The Life of Clara Barton,* pp. 235–318; Barton's *A Story of the Red Cross,* pp. 6–199.

[36] Boardman's *Under the Red Cross Flag at Home and Abroad,* pp. 95–97; Epler's *The Life of Clara Barton,* p. 325.

[37] Epler's *The Life of Clara Barton,* pp. 325, 329.

[38] Boardman's *Under the Red Cross Flag at Home and Abroad,* pp. 95–99; Epler's *The Life of Clara Barton,* pp. 325–331; Devine's *Social Forces in War Time* in *The Survey,* Vol. XXXVIII, p. 424.

[39] Boardman's *Under the Red Cross Flag at Home and Abroad,* Chs. V, VI; Devine's *Social Forces in War Time* in *The Survey,* Vol. XXXVIII, p. 424.

[40] Boardman's *Under the Red Cross Flag at Home and Abroad,* pp. 99, 100.

[41] *Charter and By-Laws of the American National Red Cross,* August, 1917, A R C 500, pp. 7, 8, 10. This was issued by the American Red Cross.

[42] *Charter and By-Laws of the American National Red Cross,* August, 1917, A R C 500, pp. 3, 4, 9; *The Red Cross Bulletin,* Vol. II, No. 24, p. 3; *The Survey,* Vol. XXV, p. 180, Vol. XXXVI, p. 610.

[43] *Mr. Taft in Command of the Red Cross* in *The Survey,* Vol. XXXV, p. 180; *Charter and By-Laws of the American National Red Cross,* August, 1917, A R C 500, pp. 9, 10.

[44] *The American Red Cross and Its Plans* in *The Survey,* Vol. XXXVII, p. 416.

[45] *Mobilized on Moving Day* in *The Survey,* Vol. XXXVII, p. 685; *Tenth Annual Report of the American National Red Cross,* 1914, p. 8; Wilson's *State Papers and Addresses,* p. 393.

From 1905 to 1910 the Red Cross headquarters were located in one room supplied free by the War Department. From 1910 on it was necessary to enlarge the space each year by renting additional rooms. In 1914 the annual rental for a building for headquarters was $2750.— *Tenth Annual Report of the American National Red Cross,* 1914, p. 8.

The expansion of the work during the war necessitated the construction of a temporary annex to the new Red Cross building, containing eighteen thousand feet of floor space.— *The Red Cross Bulletin,* Vol. I, No. 34.

[46] *The American Red Cross: Organization and Activities,* May 24, 1917, A R C 114, p. 6. This was a pamphlet issued by the American Red Cross.

[47] *The American Red Cross: Organization and Activities,* May 24, 1917, A R C 114, pp. 16, 17.

Previous to 1910 the State boards were known as State branches. Each board is entitled to one delegate to the annual meeting. State board expenses are paid by the national treasurer.— *Sixth Annual Report of The American National Red Cross,* 1910, pp. 5, 6, 7.

[48] *The Survey,* Vol. XXXVI, p. 611.

[49] *The Red Cross Bulletin,* Vol. I, No. 34.

[50] *Mobilized on Moving Day* in *The Survey,* Vol. XXXVII, p. 685.

[51] *The American Red Cross: Organization and Activities,* May 24, 1917, A R C 114, pp. 17, 18.

[52] *The American Red Cross: Organization and Activities,* March, 1916, A R C 114, pp. 5, 25–28; Deacon's *Disasters and The American Red Cross in Disaster Relief,* p. 5; *The Survey,* Vol. XXVI, p. 628.

CHAPTER III

[53] Devine's *Social Forces in War Time* in *The Survey,* Vol. XXXVIII, p. 424.

[54] *The Official Bulletin* (issued by the Committee on Public Information), Vol. I, No. 2, pp. 1, 2.

[55] *The Work of the American Red Cross,* No. I, pp. 8, 9.

The American Red Cross issued three reports during the war dealing with its work at home and in Europe. This first covers

the period up to November 1, 1917; the second is for the period up to March 1, 1918; the third is for the period up to December 1, 1918. These will be cited as No. I, No. II, and No. III.

[56] *The Work of the American Red Cross,* No. I, p. 8; *The Bulletin of the Central Division American Red Cross,* Vol. II, No. 7, p. 2.

[57] *The Work of the American Red Cross,* No. I, p. 16.

[58] This office was created because Eliot Wadsworth, who had previously been acting chairman of the Executive Committee, and was responsible for the execution of such plans and policies, was fully occupied with his duties as a member ex officio of the War Council.— *The Work of the American Red Cross,* No. I, pp. 17, 18; *The Red Cross Bulletin,* Vol. II, No. 28, p. 2, No. 39, p. 4.

[59] *Marshalltown Times-Republican,* June 16, 1917.

[60] *The Official Bulletin,* Vol. I, No. 29, p. 7.

[61] Gibson's *The Organization of the Red Cross* in *The Red Cross Magazine,* Vol. XII, p. 485.

[62] Devine's *Social Forces in War Time* in *The Survey,* Vol. XXXVIII, p. 425.

[63] Gibson's *The Organization of the Red Cross* in *The Red Cross Magazine,* Vol. XII, p. 485.

[64] Gibson's *The Organization of the Red Cross* in *The Red Cross Magazine,* Vol. XII, pp. 485, 487.

[65] Gibson's *The Organization of the Red Cross* in *The Red Cross Magazine,* Vol. XII, pp. 485, 487. This represents the organization of the Red Cross as described by the General Manager, Harvey D. Gibson, in October, 1917. At that time the directors of the several bureaus were John D. Ryan, president of the Anaconda Copper Mining Company, for the Bureau of Military Relief; W. Frank Persons, for many years associated with the New York Charity Organization Society for the Bureau of Civilian Relief; Frederick P. Small, assistant

to the president of the American Express Company, for the Bureau of Standards; Samuel Greer, commercial superintendent of the Chesapeake and Potomac Telephone Company, for the Bureau of Development; Frank B. Gifford, formerly purchasing agent for Armour and Company, Chicago, D. W. Cooke, vice president of the Erie Railway Company, and J. Rogers Flannery, a prominent Pittsburgh business man, for the Bureau of Supplies and Transportation; and Miss Florence Marshall, formerly principal of the Manhattan Trade School of New York, for the Women's Bureau.

66 *The Work of the American Red Cross,* No. I, p. 16. A department for Belgium had been established by the Commission to France.

67 Gibson's *The Organization of the Red Cross* in *The Red Cross Magazine,* Vol. XII, p. 485; *The American Red Cross: What It Is and What It Does,* p. 7; *American Red Cross: Directory of Chapters,* February 1, 1917, p. 4.

The only division of the country into districts before this was that made by the Department of Chapters, which had distributed its work among eight divisions. Iowa was in the Central Division with Michigan, Wisconsin, Minnesota, Illinois, Indiana, Ohio, Kentucky, Missouri, and Nebraska. Under the new plan the Fourteenth Division had charge of all chapters outside the United States. There were chapters in Hawaii, the Philippines, and Porto Rico, in Cuba and Guatemala, in London and Paris, in Egypt, Syria, Persia, Seoul, Japan, Argentine, and the Canal Zone.— *Advertising Pages,* Announcement No. I. (This was a series of five pages of informational advertising matter issued by the American Red Cross for use of the chapters during the Second War Fund Drive.) *The Bulletin of the Central Division of the American Red Cross,* Vol. I, No. 5, p. 3.

68 *Diagram of Chapter Organization,* a chart issued by the Bureau of Development of the Central Division of the American Red Cross.

[69] Conference with Red Cross workers; *The Des Moines Register,* May 16, 1917.

[70] Conference with Red Cross workers.

[71] *The Organization of Auxiliaries of a Chapter,* a sheet of instructions sent out by the Red Cross to chapters; *The American Red Cross: Organization and Activities,* May 24, 1917, A R C 114, p. 18.

[72] *The Organization of Auxiliaries of a Chapter.*

[73] *The Work of the American Red Cross,* No. I, pp. 27–30.

[74] *Mobilized on Moving Day* in *The Survey,* Vol. XXXVII, p. 685; *Annual Message to the Chapters of the American Red Cross from the Red Cross War Council,* 1918; this was a four page folder sent to the chapters by the War Council.

[75] *The Official Bulletin,* Vol. I, No. 49, p. 2; *Speech Stuff — Second War Fund Drive,* May 20–27, 1918, p. 14. This was a small pamphlet issued for use of speakers during the Second War Fund Drive.

[76] *The Official Bulletin,* Vol. I, No. 107, p. 4; *The Bulletin of the Central Division American Red Cross,* Vol. I, No. 27, p. 3, No. 19, p. 3, No. 31, p. 3.

[77] *Chart of Division Organization,* a chart issued by the Red Cross showing the national and division organization; *The Official Bulletin,* Vol. I, No. 107, p. 4.

[78] *Chart of Division Organization; The Bulletin of the Central Division American Red Cross,* Vol. I, No. 10, p. 3, No. 35, p. 3; *The Work of the American Red Cross,* No. I, p. 35.

[79] *Chart of Division Organization; The Bulletin of the Central Division American Red Cross,* Vol. I, No. 10, p. 3, Vol. II, No. 18, p. 6; *The Work of the American Red Cross,* No. I, p. 35.

[80] *Chart of Division Organization; The Bulletin of the Central Division American Red Cross,* Vol. I, No. 3, p. 5, No. 10,

p. 3, No. 39, p. 3; *The Work of the American Red Cross,* No. I, p. 35.

[81] *Chart of Division Organization; The Bulletin of the Central Division American Red Cross,* Vol. I, No. 39, p. 3, Vol. II, No. 2.

[82] *Chart of Division Organization; The Bulletin of the Central Division American Red Cross,* Vol. I, No. 2, p. 8, No. 4, p. 4; *The Red Cross Bulletin,* Vol. II, No. 14, p. 2.

[83] *Chart of Division Organization; The Bulletin of the American Red Cross,* Vol. I, No. 10, p. 3; *The Work of the American Red Cross,* No. I, p. 35.

[84] Conferences with Red Cross workers.

[85] *The Des Moines Register,* May 3, 1917; *The Sioux City Journal,* August 1, 1917.

[86] Correspondence in State director's office; letter from A. E. Kepford to Lewis N. Wiggins, Associate Manager of Central Division, March 4, 1918; letter from Louis Gardner, chairman Jones County chapter, to A. E. Kepford, March 9, 1918.

[87] Conferences with Red Cross officials; *The Red Cross Herald,* Vol. I, No. 10, December 31, 1917. These were mimeographed bulletins issued from September, 1917, to March, 1919, by the Iowa State director.

[88] *The Red Cross Herald,* Vol. II, No. 9, September 16, 1918; circular letter from Kepford to Iowa chapters, November 17, 1917, Series No. 27.

[89] *The Red Cross Herald,* Vol. I, No. 9, December 12, 1917.

[90] *The Red Cross Herald,* Vol. I, Nos. 5, 6, 7, 8, October 12, 18, 25, November 6, 1917; *The Des Moines Register,* October 30, 31, 1917.

CHAPTER IV

[91] Information furnished by J. K. Deming, Dubuque, treasurer of the Iowa State Board of the Red Cross.

[92] Historical Report of Burlington chapter to Central Division (manuscript), p. 1.

All the Red Cross chapters in the Central Division were asked to compile a history of their activities during the war. Some of these the writer has examined in the Central Division offices where they are on file. These will be cited as Historical Reports to the Central Division.

[93] *American Red Cross Directory of Chapters,* February 1, 1917, A R C 145, pp. 15, 16; questionnaire sent to Iowa chapters by State Director Kepford; records in the office of the Central Division.

[94] *Suggestions as to steps to be taken in Formation of Chapters in American Red Cross.* This is a circular issued by State Director James B. Weaver.

[95] *The Des Moines Register,* May 3, 1917.

[96] *The Des Moines Register,* May 16, 1917; *The Sioux City Journal,* August 1, 1917.

[97] *The Des Moines Register,* May 3, 16, 1917.

[98] *The Red Cross Bulletin,* Vol. I, No. 5; *The Official Bulletin,* Vol. I, No. 49, p. 2; *The Des Moines Register,* June 14, 1917.

[99] Central Division reports on chapters and membership, March 31st to June 30, 1918, April 1st to June 30, 1919; records in the office of the Central Division.

[100] *The Sioux City Journal,* August 1, 1917; *The Des Moines Register,* July 17, 1918; records in the office of the Central Division.

[101] Report of field secretary to Central Division on the Blockton chapter, August 8, 1918.

[102] *Suggestions as to Steps to be Taken in Formation of Chapters in American Red Cross.*

[103] Conferences with Red Cross officials; correspondence in office of State director.

[104] Conferences with Red Cross officials; letter from A. E. Kepford to Bruce D. Smith, December 20, 1917 (copy); letter from F. A. O'Connor to Dr. T. H. Naae, chairman of the "Independent Society" of Graettinger, December 24, 1917.

[105] Letter from W. J. Pendray, chairman of Henry County chapter, to A. E. Kepford, January 19, 1918.

[106] Letter from H. J. Mantz, chairman of Audubon County chapter, to A. E. Kepford, October 8, 1917.

[107] Letter from A. E. Kepford to John F. Schee, chairman of Warren County chapter, July 17, 1918.

[108] *Suggestions as to Steps to be Taken in Formation of Chapters in American Red Cross;* conferences with Red Cross officials; *The Relationship Between a Chapter and Its Branches,* November 15, 1917. This was a printed circular issued by the Central Division, being a copy of an address by Frederick W. Stevens, Michigan State director, at the annual meeting of the Marquette County chapter, October 24, 1917.

[109] *Suggestions as to Steps to be Taken in Formation of Chapters in American Red Cross.*

[110] Letter from O. B. Emerson, chairman of Afton chapter, to James B. Weaver, July 3, 1917.

[111] Letter from Helen L. Shaw, chairman executive committee of Jones County chapter, to A. E. Kepford, December 28, 1917.

[112] From a report made to A. E. Kepford by the Central Division.

[113] Correspondence in office of State director.

[114] Records in the office of the Central Division.

[115] *The Des Moines Register,* September 19, December 2, 1918; Central Division reports on chapters and membership, March 31st to June 30, 1918, April 1st to June 30, 1919; letter from Mrs. F. P. Hartsook, secretary of Madison County chapter, to A. E. Kepford, January 25, 1919.

[116] Diagram of Chapter Organization; information secured from Walter Davidson, Bureau of Development, Central Division.

[117] Diagram of Chapter Organization.

[118] Circular letter from Central Division committee on influenza to chapter chairmen, October 22, 1918; circular letter from A. E. Kepford to chapter chairmen, February 19, 1918 (Series B, No. 2).

[119] Conferences with officials of Iowa City Red Cross chapter.

[120] Historical Report of Winneshiek County chapter to Central Division, p. 3; report of Miss Eileen Dougherty, field secretary of Central Division, April 29, 1918.

[121] Letter from A. E. Kepford to Dr. Frank S. Hough, chairman of Sibley Red Cross chapter, September 13, 1917.

[122] *The Relationship Between a Chapter and Its Branches,* November 15, 1917.

[123] *The Relationship Between a Chapter and Its Branches,* November 15, 1917.

[124] *The Relationship Between a Chapter and Its Branches,* November 15, 1917; Rules Governing Branches (Series A, No. 4).

The latter was a circular letter sent out by the Iowa State Director, August 10, 1917.

[125] Letter from A. E. Kepford to Miss Marion Andrews, secretary of Adams County chapter, February 6, 1918.

[126] Letter from A. E. Kepford to Walter Davidson, Bureau of Development, Central Division, March 27, 1918.

[127] *The Sioux City Journal,* July 21, 1917.

[128] Records in the office of the Central Division.

[129] Correspondence in office of the State director.

[130] Letter from A. E. Kepford to Dr. Frank S. Hough, chairman of Sibley chapter, September 13, 1917.

[131] Letter from Louis Gardner, chairman of Jones County chapter, to A. E. Kepford, August 31, 1917.

CHAPTER V

[132] *Charter and By-Laws of the American National Red Cross,* August, 1917, A R C 500, pp. 11, 12; *The Bulletin of the Central Division American Red Cross,* Vol. I, No. 2, p. 5.

Changes were made in the membership rules just before the Christmas Membership Campaign in 1917. At that time the subscribing membership was changed to the magazine membership and dues for a life member were increased from twenty-five to fifty dollars.

[133] *The American Red Cross in War Time* in *The Survey,* Vol. XXXVII, p. 549.

The Associated Charities of fifteen of the large cities had accepted the rôle of institutional members by 1910 and some of them had rendered very satisfactory service.— *Sixth Annual Report of the American National Red Cross,* 1910, p. 9. In February, 1917, there were eighteen such members.— *The Survey,* Vol. XXXVII, p. 579.

[134] *Charter and By-Laws of the American National Red Cross,* August, 1917, A R C 500, p. 12.

[135] *The Red Cross Bulletin,* Vol. I, No. 14, p. 1; *The Work and Spirit of the Junior Red Cross,* January 26, 1918, A R C 603, pp. 1, 2.

[136] *Sixth Annual Report of the American National Red Cross,* 1910, p. 8.

[137] *Tenth Annual Report of the American National Red Cross,* 1914, p. 6.

[138] *The Survey,* Vol. XXXVI, p. 611.

[139] *The Red Cross Out for a Million Members* in *The Survey,* Vol. XXXVI, p. 173.

140 *The Red Cross Out for a Million Members* in *The Survey*, Vol. XXXVI, p. 173.

141 *The Red Cross Bulletin*, Vol. I, No. 34, p. 2.

142 *Mobilized on Moving Day* in *The Survey*, Vol. XXXVII, p. 686.

143 *Advertising Pages*, Announcement No. 1.

144 *The Red Cross Bulletin*, Vol. I, No. 5, p. 2.

145 *The Red Cross Bulletin*, Vol. I, No. 11, p. 2.

146 *The Red Cross Bulletin*, Vol. I, No. 34, p. 2.

147 *The Des Moines Register*, March 3, 1917; *The Des Moines Capital*, March 21, 1917.

148 *The Des Moines Register*, March 1, 1917.

149 *The Des Moines Capital*, March 11, 17, 1917.

150 *The Des Moines Register*, March 3, 1917; *The Des Moines Capital*, March 21, 1917.

151 *The Des Moines Capital*, March 24, 1917.

152 *The Des Moines Register*, March 26, 1917; *The Des Moines Capital*, March 24, 1917.

153 *The Des Moines Register*, March 26, 1917.

154 *The Des Moines Register*, March 26, 1917.

155 *The Des Moines Register*, March 26, 1917.

It was during the campaign in Des Moines that the idea of the one hundred per cent service flag was developed by Mr. Wallace and L. S. Hill, chairman of the team that canvassed the printers and publishers. Mr. Hill announced that the printers would be one hundred per cent and Mr. Wallace applied it to all businesses where all employees joined the Red Cross. When the national membership campaigns were carried on the one hundred per cent service flags were effectively used throughout the county for families as well as business establishments.

A worker in Wisconsin made the following statement concerning the use of the one hundred per cent service flags:

"Without the 100% idea I doubt very much whether we would have secured one-half as many members as were secured in our local campaign — it was the only thing which would bring the money by the dollar memberships for children or servants in the family.

"We are located in a community largely made up of Germans or descendants of Germans, and within 24 hours after launching the campaign loyal citizens were able to pick out places of business where they desired to trade. The 100% flag did more to separate the sheep from the goats than anything we have had in any campaign yet."— Correspondence in office of J. P. Wallace.

156 *The Des Moines Register,* May 16, 1917.

157 *The Des Moines Register,* June 14, 1917.

158 Letters from Louis Gardner, chairman of Jones County chapter, to A. E. Kepford, August 21, 1917, and one undated.

159 *The Red Cross Herald,* Vol. I, No. 1, September 11, 1917.

160 Circular letters from A. E. Kepford to Iowa chapters, October 1, November 9, 1917, Series A 25, A 26.

161 Letter from A. E. Kepford to W. M. Keeley, chairman of Washington County chapter, November 16, 1917.

162 *The Official Bulletin,* Vol. I, No. 158, p. 5.

163 *The Official Bulletin,* Vol. I, No. 158, p. 4; *Red Cross Christmas Membership Campaign,* December 17–25, 1917, p. 5. The latter was a pamphlet issued by the national organization of the Red Cross to the chapters, containing plans for organizing local campaigns.

164 *Red Cross Christmas Membership Campaign,* December 17–25, 1917, p. 13.

165 *Red Cross Christmas Membership Campaign,* December 17–25, 1917, pp. 1, 2, 11, 13; *The Bulletin of the Central Divi-*

sion American Red Cross, Vol. I, Nos. 2, 3; *The Red Cross Bulletin,* Vol. I, No. 33, p. 2.

166 *Red Cross Christmas Membership Campaign,* December 17–25, 1917, p. 5.

167 *Red Cross Christmas Membership Campaign,* December 17–25, 1917, pp. 5, 6, 7.

168 *Red Cross Christmas Membership Campaign,* December 17–25, 1917, pp. 5, 6, 7.

169 *Red Cross Christmas Membership Campaign,* December 17–25, 1917, p. 2.

170 *Red Cross Christmas Membership Campaign,* December 17–25, 1917, pp. 7, 8.

171 *Red Cross Christmas Membership Campaign,* December 17–25, 1917, pp. 7, 8, 19–31.

172 *Red Cross Christmas Membership Campaign,* December 17–25, 1917, p. 15; *The Red Cross Bulletin,* Vol. I, No. 30, pp. 1, 2, No. 32, pp. 1, 3.

173 *Red Cross Christmas Membership Campaign,* December 17–25, 1917, pp. 16, 17, 18.

174 *Red Cross Christmas Membership Campaign,* December 17–25, 1917, p. 32.

175 *Red Cross Christmas Membership Campaign,* December 17–25, 1917, p. 14.

176 *The Bulletin of the Central Division American Red Cross,* Vol. I, No. 2, p. 5; *The Chicago Daily Tribune,* December 18, 1917; letter from A. E. Kepford to Al Falkenhainer, Algona, December 5, 1917.

177 *The Red Cross Bulletin,* Vol. II, No. 5, p. 4.

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216 *Charter and By-Laws of the American National Red Cross,* August, 1917, A R C 500, pp. 13, 14.

217 *Charter and By-Laws of the American National Red Cross,* August, 1917, A R C 500, pp. 8, 9.

218 *Charter and By-Laws of the American National Red Cross,* August, 1917, A R C 500, p. 5.

219 *Charter and By-Laws of the American National Red Cross,* August, 1917, A R C 500, pp. 4, 6.

220 *The Work of the American Red Cross,* No. I, pp. 8–14.

221 *The Work of the American Red Cross During the War,* pp. 16–19.

222 *The Des Moines Register,* June 14, 1917.

223 *The Des Moines Register,* June 14, 1917.

224 *The Des Moines Capital,* June 14, 1917; *Marshalltown Times-Republican,* June 12, 1917.

225 *The Des Moines Register,* June 20, 1917; *The Des Moines Capital,* June 15, 20, 1917.

226 *The Des Moines Capital,* June 15, 1917; *The Des Moines Register,* June 18, 1917. Sergeant Breckenridge was used in many States in making speeches for the Red Cross. It was eventually discovered by postal inspectors that he was a deserter from both the Canadian and United States armies.

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[229] *The Des Moines Capital,* June 27, 1917.

[230] *The Des Moines Capital,* June 27, 1917.

[231] *The Des Moines Register; The Des Moines Capital,* June 17–25, 1917.

[232] *The Des Moines Register,* June 27, 1917.

[233] *The Des Moines Register,* June 27, 1917.

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[236] *The Des Moines Register,* June 25, 1917.

[237] *The Des Moines Register,* June 28, 1917.

[238] *The Des Moines Capital,* June 28, 1917.

[239] *The Des Moines Register,* June 27, 1917; *The Des Moines Capital,* July 12, 1917.

[240] *The Des Moines Register,* June 30, 1917.

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[242] *The Des Moines Register,* June 28, 1917.

[243] *The Des Moines Capital,* June 20, 1917.

[244] *The Des Moines Capital,* July 12, 1917.

[245] Letter from A. E. Kepford to Bernard E. Sunny, manager of Second War Fund, Central Division, March 11, 1918.

[246] Whitney's *First, Second and Third Liberty Loans in Iowa* in *Iowa and War,* September, 1918, p. 8.

[247] *The Bulletin of the Central Division American Red Cross,* Vol. I, No. 21, p. 1.

[248] *The Bulletin of the Central Division American Red Cross,* Vol. I, No. 19, p. 2; *Second Red Cross War Fund Campaign Plan Book,* Pt. I, p. 6; *Red Cross Parade Manual.* The last

reference was a circular issued by the American Red Cross, including instructions as to assemblage and marching order of Red Cross parades.

249 *The Survey,* Vol. XL, p. 193; *Second Red Cross War Fund Campaign Plan Book,* Pt. I, p. 6; *The Bulletin of the Central Division American Red Cross,* Vol. I, No. 20, pp. 1, 2.

250 *The Bulletin of the Central Division American Red Cross,* Vol. I, No. 18, p. 1, No. 19, p. 2.

251 *The Work of the American Red Cross During the War,* pp. 16, 19.

252 *The Bulletin of the Central Division American Red Cross,* Vol. I, No. 18, p. 4, No. 19, p. 2.

253 *The Bulletin of the Central Division American Red Cross,* Vol. I, No. 24, p. 3.

254 *The Bulletin of the Central Division American Red Cross,* Vol. I, No. 18, p. 4; *The Des Moines Register,* May 5, 1918; *The Meaning of the War Fund Campaign for the American Red Cross.* The last reference was a leaflet sent out by State Chairman Wallace.

255 *War Proclamations by Governor Harding* in *Iowa and War,* July, 1918, pp. 40–43.

256 *The Des Moines Register,* May 15, 17, 19, 1918; *The Des Moines Capital,* May 10, 1918.

257 *The Des Moines Register,* May 17, 1918.

258 Letter from A. E. Kepford to Wentworth G. Field, March 19, 1918.

259 Report of Field Secretary Eileen Dougherty to Central Division, July 2, 1918.

260 Report of Field Secretary Eileen Dougherty to Central Division, August 8, 1918.

261 Letter from A. E. Kepford to W. J. Pendray, chairman of Henry County chapter, April 23, 1918.

262 Letter from H. L. Stoughton, chairman of Mitchell County chapter, to A. E. Kepford, August 15, 1918.

263 Report of Field Secretary Eileen Dougherty to Central Division, August 31, 1918.

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265 *The Des Moines Register,* May 24, 1918.

266 *The Bulletin of the Central Division American Red Cross,* Vol. I, No. 27, p. 4.

267 *The Bulletin of the Central Division American Red Cross,* Vol. I, No. 23, p. 4.

268 Letter from V. H. Lovejoy, chairman of Jefferson County chapter, to A. E. Kepford, March 22, 1918.

269 *Des Moines,* June 1918, p. 2 (*Des Moines* is the monthly publication of the Des Moines Chamber of Commerce); *The Des Moines Register,* May 15, 1918; *The Des Moines Capital,* May 22, 1918.

270 *The Des Moines Register,* May 21, 1918.

271 *The Sioux City Journal,* May 18, 21, 29, 1918.

272 *The Sioux City Journal,* May 23, 29, June 19, 1918.

273 *The Sioux City Journal,* May 22, 29, 1918.

274 *The Sioux City Journal,* May 22, 25, 1918.

275 *The Sioux City Journal,* May 19, 22, 1918.

276 *The Sioux City Journal,* May 22, 1918.

277 *The Sioux City Journal,* May 25, 26, 1918.

278 *The Des Moines Register,* May 22, 24, 26, June 16, 1918; *The Bulletin of the Central Division American Red Cross,* Vol. I, No. 22, p. 1. Woodbury County was not placed first because a large part of the amount raised was retained by the chapter.

279 *The Red Cross Bulletin,* Vol. III, No. 3, p. 7.

[280] *The Work of the American Red Cross During the War,* pp. 3, 16.

[281] *The Work of the American Red Cross During the War,* pp. 2, 3, 6.

[282] *The Survey,* Vol. XL, p. 642.

[283] *The Bulletin of the Central Division American Red Cross,* Vol. I, No. 19, p. 4.

[284] *The Bulletin of the Central Division American Red Cross,* Vol. I, No. 19, p. 4.

[285] *The Bulletin of the Central Division American Red Cross,* Vol. I, No. 34, p. 1.

[286] *The Bulletin of the Central Division American Red Cross,* Vol. I, No. 33, p. 2.

[287] *The Bulletin of the Central Division American Red Cross,* Vol. I, No. 33, pp. 1, 2.

[288] *The Bulletin of the Central Division American Red Cross,* Vol. I, No. 21, p. 1.

[289] *Fort Dodge Messenger and Chronicle,* January 7, 12, 14, 18, 1918; *The Burlington Hawk-Eye,* May 28, 30, 31, June 2, 1918; letter from A. E. Kepford to H. G. Fleming of the Central Division, October 12, 1917; Hansen's *Welfare Campaigns in Iowa.*

[290] *Des Moines,* May, 1918.

[291] Correspondence of A. E. Kepford.

[292] *The Des Moines Register,* June 17, 1918.

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[293] *The Work of the American Red Cross During the War,* p. 4.

[294] *The Bulletin of the Central Division American Red Cross,* Vol. I, No. 2, p. 2, No. 20, p. 4.

295 *The Bulletin of the Central Division American Red Cross,* Vol. I, No. 2, p. 2.

296 *The Bulletin of the Central Division American Red Cross,* Vol. II, No. 7, p. 3.

297 *The Des Moines Register,* November 6, 1917; *The Bulletin of the Central Division American Red Cross,* Vol. I, No. 13, p. 2, No. 15, p. 2, No. 20, p. 4, No. 23, p. 3; *The Red Cross Herald,* Vol. II, No. 4, April 11, 1918; *Des Moines Capital,* November 28, 1917.

298 *The Bulletin of the Central Division American Red Cross,* Vol. I, No. 13, p. 2, No. 15, p. 2; letter from Al Falkenhainer of Algona to A. E. Kepford, December 23, 1917; *The Des Moines Register,* December 8, 1917.

299 *The Des Moines Register,* November 6, December 13, 1917; *The Red Cross Herald,* Vol. I, No. 10, December 31, 1917, Vol. II, No. 4, April 11, 1918; *The Bulletin of the Central Division American Red Cross,* Vol. I, No. 18, p. 3, No. 20, p. 4; letter from Al Falkenhainer to A. E. Kepford, December 23, 1917.

300 *The Des Moines Register,* December 17, 1917, January 14, 1918; *The Bulletin of the Central Division American Red Cross,* Vol. I, No. 21, p. 3, No. 8, p. 4.

301 *The Red Cross Herald,* Vol. I, No. 8, November 6, No. 9, December 12, 1917; *The Bulletin of the Central Division American Red Cross,* Vol. I, No. 16, p. 4; letters from Mrs. Lena D. Pratt, secretary of Winterset chapter, to A. E. Kepford, November 27, December 3, 1917; copy of handbills.

302 *The Bulletin of the Central Division American Red Cross,* Vol. I, No. 15, p. 2, No. 23, p. 3, No. 20, p. 4.

303 *The Bulletin of the Central Division American Red Cross,* Vol. I, No. 16, pp. 3, 4.

304 *The Sioux City Journal,* May 3, 1918; *The Bulletin of the Central Division American Red Cross,* Vol. I, No. 23.

[305] *The Des Moines Register,* April 20, 1918.

[306] *The Iowa Homestead,* December 26, 1918, pp. 1, 25; clippings from Decorah newspapers.

[307] *The Des Moines Register,* November 26, 1917, September 8, 1918; *Honor Roll Webster County, Iowa; The Sioux City Journal,* May 1, 13, 1917.

[308] *The Bulletin of the Central Division American Red Cross,* Vol. I, No. 33, p. 3, No. 21, p. 3, No. 8, p. 5.

[309] *The Des Moines Register,* May 4, 1917.

[310] Report of cases disposed of by United States Food Administration, Enforcement Division for Iowa, in which penalties were imposed covering period from February 20 to December 31, 1918; letter from W. T. McElroy, Chief of Sugar Division for Iowa, to State Historical Society of Iowa, July 29, 1920.

[311] *The Sioux City Journal,* January 2, 6, 8, 1918.

[312] *The Sioux City Journal,* January 9, 28, 1918.

[313] *The Sioux City Journal,* March 26, April 4, 1918.

[314] *The Sioux City Journal,* April 28, June 23, 1918.

[315] *The Sioux City Journal,* May 11, July 7, 1918.

[316] *The Sioux City Journal,* July 7, 1918.

[317] *The Sioux City Journal,* July 7, August 18, 1918.

[318] *The Sioux City Journal,* November 14, 1918, January 14, 1919.

[319] *The Sioux City Journal,* February 9, 11, 1919.

[320] *The Des Moines Register,* May 13, October 20, 1918.

[321] Letter from C. M. Cochrane, secretary of Davenport chapter, to A. E. Kepford, August 10, 1917; questionnaire sent to Iowa chapters by A. E. Kepford.

[322] Report of Red Cross work in Iowa compiled by A. E. Kepford for *The Des Moines Register*, April 22, 1919; *The Work of the American Red Cross During the War*, p. 18.

[323] Letter from A. E. Kepford to Mrs. W. D. McMichael, Adair, Iowa, May 1, 1919.

INDEX

INDEX

"Abraham Lincoln" (goose), sale of, for Red Cross, I, 188, 189
Abu Bekr Temple, Ancient Arabic Order of Nobles, gift of, to Red Cross, I, 196
Accounting, Bureau of, work of, I, 53
Adair County, Red Cross contest in, I, 188, 189
Adams County, Red Cross branches and auxiliaries in, I, 86; Red Cross members in, I, 99, 135
Adel, Red Cross membership record of, I, 129
Admen's Club of Des Moines, Red Cross advertising by, I, 153
Administrative Department, purpose of, I, 33
Advertisements, use of, in Red Cross campaign, I, 106, 107, 161; success of, in Des Moines, during first war fund drive, I, 152-154
Afghans, distribution of, to soldiers, II, 145; making of, by Junior Red Cross, II, 198
Africa, soldier from, II, 2
Ahrens, Minnie A., service of, as director of Bureau of Nursing Service, I, 52, II, 155
Alderman, U. S., service of, on State Executive Committee, I, 128
Algona, historic flag at, I, 156; contribution from, to second war fund, I, 173; Red Cross auction at, I, 186, 187
Aliens, status of, II, 130
"All You Need Is A Heart and A Dollar", slogan of, I, 125, 126
Allamakee County, Red Cross members in, I, 99, 135
Allotments, information concerning, II, 80, 88; assistance in securing, II, 136, 143
Allowances, information concerning, II, 64, 80, 88; assistance in securing, II, 136, 143; scale of, II, 219
Almy, Frederic, comment by, on home service, II, 113, 120, 121
Alton, work of canteen at, II, 58
Alvord, livestock donated to Red Cross by, I, 190
Ambulances, provision for, II, 44
American Association for the Relief of Misery on Battlefields, formation of, I, 19; end of, I, 20
American Nurses' Association, cooperation of, with Red Cross, II, 153
American Red Cross (see Red Cross, American)
Ames, contribution from, to second war fund, I, 166; Red Cross supplies sent to, II, 26; work of home service section in, II, 92; emergency hospital in, II, 94
Anaconda Copper Mining Company, gift of, to Red Cross, I, 143
Anamosa, Red Cross work at, I, 89
"Andes" (boat), wounded transported by, I, 5
Annual membership, requirements for, I, 90
Apples, distribution of, to troops, II, 54, 55
Argentina, Red Cross chapters in, I, 215
Arizona, Junior Red Cross membership in, II, 190
Armenia, massacres in, I, 25, 26; donations for relief of, I, 203
Armistice, effect of, on Red Cross roll call, I, 134; effect of, on home service work in camps, II, 130
Army, morale of, II, 60, 61; need of nurses for, II, 161, 166; nurses assigned to, II, 168; work of Junior Red Cross for, II, 196, 197
Army Nurse Corps, representative of, on committee, II, 153; re-

serve of, II, 156; assignment of nurses to, II, 157, 158
Arrick, Clifford, service of, in second war fund drive, I, 162
Arthur, Chester A., Red Cross Treaty favored by, I, 23
Articles, number of, furnished by Red Cross, II, 22, 25, 26, 27, 28, 29; value of, II, 25
Associate directors, Red Cross, status of, II, 126, 127, 128, 131
Associated Advertising Clubs of the World, president of, I, 154
Associated Charities, enrollment of, in Red Cross, I, 221
Atkinson, James, sweater donated by, I, 152
Atlantic Division, Red Cross, number of members in, I, 93; number of Junior Red Cross members in, II, 188
"Attention service", conduct of, II, 40, 41
Auctions, use of, for Red Cross, I, 166, 169, 186-190
Audubon County, Red Cross membership in, I, 135
Aurora (Illinois), production of surgical dressings at, II, 20
Austrians, care of wounded of, I, 7-10
Auto rides, provision for, at Fort Des Moines, II, 147
Autographs, book of, I, 150
Automobiles, use of, for Red Cross, II, 35-38
Auxiliaries, Red Cross, organization of, I, 35, 47, 48, 49, 80, 81, 82-89, II, 185, 186, 188, 189, 190; number of, in Sioux City, I, 86; number of, in Woodbury County, I, 86, II, 28, 29; schools as, I, 91, 92; finances of, I, 183, 185, 186
Auxiliary Relief Corps, use of Red Cross emblem by, I, 15
Aviator jackets, number of, II, 28
Axson, Stockton, election of, as secretary of the American Red Cross, II, 204

Babies, clothing for, II, 198
Baggage, checking of, for troops, II, 53
Baker, George B., service of, on State Executive Committee, I, 128
Baker, Newton D., Red Cross speech by, I, 142; letter from, concerning Iowa's Red Cross work, II, 208, 209 (see also Secretary of War)
Balkan War, Red Cross relief in, I, 25
Bananas, distribution of, to troops, II, 53
Bancroft, contribution from, to second war fund, I, 166
Bandages, making of, II, 29
Bankers, solicitation of, for Red Cross, I, 170
Banks, Red Cross booths in, I, 133; Red Cross dividends of, I, 143; use of, as Red Cross depositories, I, 143, 144
Banquet, eatless, I, 195, 196
Bard, Ralph A., service of, as director of Bureau of Military Relief, I, 51
Barroom, Red Cross workroom in, II, 12, 13
Barton, Clara, service of, in Franco-Prussian War, I, 18, 19, 21; efforts of, to secure ratification of Geneva Treaty, I, 19-23; work of, in disaster relief, I, 24-26; resignation of, from Red Cross, I, 27, 28
Base hospital units, organization of, II, 158, 159, 160; equipment of, II, 159; mobilization of, II, 160; number of, II, 160
Baseball, game of, at Fort Des Moines, II, 148
Bathing, facilities for, II, 44, 45, 52
Bazaars, holding of, by Junior Red Cross, II, 194, 195
Bear, Ben, Red Cross pig club managed by, I, 192
Bed shirts, number of, II, 28
Bedford, collection of nut products at, II, 35
Beeves, auction of, for Red Cross, I, 169
Belgian hares, sale of, at Red Cross auction, I, 151
Belgian relief, work of Red Cross for, II, 30-33
Belgian Relief Committee, work of, in Des Moines, II, 33
Belgian shawls, number of, II, 31
Belgium, Red Cross department for, I, 215; garments for refugees of, II, 193, 199
Bell, Keller J., service of, in second war fund drive, I, 163

Belle Plaine, Red Cross canteen at, II, 218
Bellows, Henry W., interest of, in Red Cross, I, 19
Belmond, contribution from, to second war fund, I, 173
Benton County, second war fund drive in, I, 165; Council of Defense of, I, 165
Bicknell, Ernest P., service of, as director of Department of Civilian Relief, II, 68
Black Hawk County, Red Cross membership in, I, 135, 136; donation from, to first war fund, I, 157
Blankets, furnishing of, during influenza epidemic, II, 93
Bliss, Cornelius N., Jr., service of, for Red Cross, I, 39, II, 204
Block system, use of, in Des Moines, I, 130, 131
Boardman, Mabel T., office of, in Red Cross, I, 28
Bonuses, assistance in securing, II, 65; information concerning, II, 80
Books, furnishing of, to troops, II, 127
Boone, work of Red Cross canteen at, II, 51, 52, 54, 55, 218
Boone County, work of Red Cross canteen in, II, 54
Bottles, sale of, for Red Cross, I, 199
Bowles, Charles S. P., presence of, at Geneva Conference, I, 12, 16
Boxes, making of, by Junior Red Cross, II, 198
Boy Scouts, work of, for Red Cross, I, 95, 108, 115, 130, 148; work of, for Belgian relief, II, 33
"Boys, Where Do We Go From Here, Oh," I, 149
Brackin, D. C., Red Cross speech by, I, 146
Bradshaw, Charles, bids by, I, 150
Braisted, William C., request of, for nurses, II, 161 (see also Surgeon General of the Navy)
Branches, Red Cross, organization of, I, 34, 35, 46-49, 74, 80, 81, 82-89; plan of organization of, in Iowa, I, 82-89; relation of, to chapters, I, 83-89; finances of, I, 183, 185, 186; workrooms of, II, 8-11; friction between chapters and, II, 14, 15; number of, in Woodbury County, II, 28; home service sections of, II, 72
Brass, sale of, for Red Cross, I, 199
Breckenridge, Sergeant, Red Cross speech by, I, 147; record of, I, 227
Bremer County, Red Cross membership in, I, 135
British Expeditionary Force, base hospitals assigned to, II, 160
Britton, John W., service of, on Red Cross membership committee, I, 100
Brothers, allowances for, II, 219
Brushes, distribution of, to soldiers, II, 141, 145
Buckingham, L. R., services of, on State Executive Committee, I, 128
Buckley, Mabel, pony donated by, I, 150
Buena Vista County, second war fund drive in, I, 165
Buffalo meat, sale of, for Red Cross, I, 187
Burch, Major, comment of, on women's motor corps, II, 38
Burlington, organization of Red Cross chapter at, I, 61, 62; Red Cross membership campaign in, I, 117, 118, 119, 133; Red Cross meeting at, I, 145; Red Cross workroom in, II, 13; work of Red Cross chapter at, II, 28; Red Cross canteen at, II, 54, 218; home service course at, II, 103; committee at, on nursing service, II, 155; campaign in, for nurses, II, 164, 165
Burlington Reserves, participation of, in Red Cross parade, I, 118
Butter, sale of, for Red Cross, I, 187
Byers, H. W., speech by, I, 120
Byington, Margaret, home service sections inspected by, II, 74, 75

Cakes, sale of, for Red Cross, I, 187; distribution of, to troops, II, 55, 145, 148
Calabria, earthquake at, I, 2
Calhoun County, number of Red Cross members in, I, 99

California, soldiers from, II, 54; Junior Red Cross membership in, II, 190
Calmar, Red Cross pigs loaded at, I, 192
Camp communities, home service work in, II, 149-151
Camp Dodge, Red Cross supplies sent to, II, 26, 31; service of women's motor corps at, II, 37, 38; work of Red Cross in, during influenza epidemic, II, 94; Red Cross camp service in, II, 133-140; convalescent house at, II, 138; nurses' home at, II, 138; Red Cross staff at, II, 139; Christmas celebration at, II, 139, 140
Camp Dodger, notice in, concerning home service work, II, 134
Camp service, purpose of, II, 124, 125; organization of, II, 124, 125; work of Red Cross in, II, 124-151; attitude of army toward, II, 126; experiences of men in, II, 128, 129, 130; activities of, II, 131; cost of, II, 132; work of, in Iowa, II, 133-151
Camp Service, Bureau of (National), organization of, II, 124, 126
Campaign manager, selection of, I, 102; work of, I, 103
Campaign Plan Book, issue of, by Red Cross, I, 159
Camps, Red Cross supplies sent to, II, 20, 132; work of Red Cross in, II, 124-151; home service work in, II, 126-131; sewing for, II, 196, 197
Canadian Red Cross, button of, I, 151
Canal Zone, Red Cross chapters in, I, 215
Canary, sale of, at Red Cross auction, I, 151
Candy, distribution of, to soldiers, II, 40, 42, 47, 49, 55, 145, 148
Canes, distribution of, to soldiers, II, 145, 148; making of, by Junior Red Cross, II, 197
Canteen Directory, American Red Cross, canteens listed in, II, 51, 52, 218
Canteen huts, equipment of, II, 43, 44, 45
Canteen service, local committees on, I, 80, 82; account of, II, 39-58; purpose of, II, 40, 41; accomplishment of, II, 45-58; director of, II, 46; demobilization of, II, 46; cost of, II, 50, 52, 53, 54
Canteen Service, Bureau of (Central Division), organization of, II, 49, 50
Canteen Service, Bureau of (National), organization of, II, 39, 40
Canteen workers, uniforms of, II, 44; number of, II, 46, 50, 52, 53, 54; story of, II, 56, 57
Canteens, Red Cross, location of, II, 42, 45; notices of troop trains sent to, II, 42, 43; number of, II, 46, 49, 51, 52; work of, II, 46-58, 148; establishment of, in Iowa, II, 50, 51; objection to, II, 51; closing of, II, 205; list of cities in Iowa with, II, 218
Cantonments, Red Cross supplies sent to, II, 20
Carroll County, Red Cross membership in, I, 135
Case, George B., service of, for Red Cross, I, 40
Case work, use of, in home service, II, 65, 66, 67
Casey, Red Cross auction at, I, 186
Cass County, Red Cross membership in, I, 135; Red Cross auction in, I, 188
Castalia, Red Cross pigs loaded at, I, 192
Cats, sale of, for Red Cross, I, 149, 150
Cedar Falls, organization of Red Cross chapter at, I, 62; work of home service section in, II, 92
Cedar Rapids, number of Red Cross members in, I, 96, 136; second Christmas roll call in, I, 132; Red Cross meeting at, I, 145; collection of nut products at, II, 35; work of canteen at, II, 52, 54, 218; work of home service section of, II, 91; home service course at, II, 102, 103, 107; explosion at, II, 122, 123; committee at, on nursing service, II, 155; visiting nurses in, II, 179
Centerville, home service conference at, II, 106

Central Committee, Red Cross, funds supervised by, I, 140; restoration of, II, 203
Central Division, Red Cross, headquarters of, I, 49; managers of, I, 49, 50; States in, I, 49, 215; organization of, I, 49-54; bureaus of, I, 50-54, II, 11, 34; chapters in, I, 64, 71, 72, 78, 79; attitude of, toward branches and auxiliaries, I, 83, 84; members of Red Cross in, I, 92, 93, 121, 134; assignment of membership quotas in, I, 110, 111; roll call committee of, I, 127, 128; first war fund drive in, I, 156; second war fund drive in, I, 162, 163; advice from, on raising money, I, 184, 185; historical reports in, I, 218; plan of, for supply service, II, 4; Red Cross supplies produced in, II, 19-22; call of, for surgical dressings, II, 20; clothing collected in, for refugees, II, 32, 33; canteen service in, II, 49, 50; home service work in, II, 69, 70, 74, 75, 85, 86, 90, 91, 122, 150, 151; field representatives from, II, 79, 83, 85, 86; report to, II, 95; home service institutes conducted by, II, 101-107; appreciation of trained social workers in, II, 118; representatives from, at Cedar Rapids, II, 122; Department of Nursing in, II, 155; nurses enrolled in, II, 160, 164, 165, 166, 167, 168, 169; quota of, in campaign for nurses, II, 169; registration of nurses in, II, 174, 175; statistics concerning work of Red Cross chapters in, during nursing survey, II, 175; directors of Junior Red Cross in, II, 185; Junior Red Cross program in, II, 187; number of Junior Red Cross members in, II, 188, 189, 190; number of junior auxiliaries in, II, 188, 190; financial statistics of Junior Red Cross in, II, 191
Central Division Bulletin, The, objections to war chest plan printed in, I, 176; instructions in, concerning use of chapter funds, I, 185; comment in, on auctions in Iowa, I, 190; quotation from, concerning supplies, II, 15; career of Livingston Farrand given in, II, 203
Central Trust Company of New York, Red Cross war fund supervised by, I, 143
Cerro Gordo County, Red Cross work in, II, 29, 30
Chain letters, objections of Red Cross to use of, I, 184
Chairs, making of, by Junior Red Cross, II, 197
Chamber of Commerce (Des Moines), Red Cross meeting at, I, 94, 147, 148; objections of, to war chest, I, 179, 180
Chaplain, presence of, in hospital unit, II, 159
Chapter Development, Bureau of, organization of, I, 43; work of, I, 43
Chapters, Red Cross, organization of, I, 34, 35, 46-59, 61-79, 96; number of, I, 34, 48, 49, 64, 65, 66, II, 190; charters for, I, 62, 63; difficulties of organizing in Iowa, I, 67-79; officers and committees of, I, 79-82; relation of, to branches, I, 83-89; relation of, to auxiliaries, I, 85, 86; finances of, I, 174, 183, 185, 186, 202, 203; historical reports by, I, 218; supply service in, II, 3, 4; quotas of, II, 5, 6, 7, 23; materials distributed to, II, 6, 7; distribution of articles by, II, 7, 8, 11, 12, 17; workrooms of, II, 8-13; production of supplies by, in Iowa, II, 11, 12; problems in administration of, II, 14-17; failure of, to follow directions, II, 14-17; Belgian relief work of, II, 32; canteen work of, II, 40, 41, 42, 50, 51; civilian relief committees of, II, 70, 71; home service work of, II, 74, 75, 79, 80, 81, 86, 87, 88; home service courses for, II, 103-105; requests of, for trained secretaries, II, 118; replies of, to camp service inquiries, II, 129, 130; nursing service in charge of, II, 153, 163, 164; reports from, on nursing survey, II, 175
Chapters, Department of, work of,

I, 33, 34, 35; districts created by, I, 215
Chariton, Red Cross meeting at, I, 145; donation of, to Red Cross, I, 157
Cherokee, Red Cross hospital at, II, 95
Chests, making of, by Junior Red Cross, II, 197
Chevrons, sewing on, II, 53
Chicago (Illinois), Central Division headquarters at, I, 19; Red Cross supplies sent to, I, 58, 84, 87, II, 34; number of Red Cross members in, I, 92; sale of Red Cross pigs at, I, 193, 194; conference at, II, 20; work of canteen at, II, 47, 48; troops from, II, 56; field representative from, II, 86; home service institutes in, II, 101; nurses' parade at, II, 164; superintendent of schools in, II, 185
Chicago, United Charities of, superintendent of, II, 68
Chicago School of Civics and Philanthropy, institute sponsored by, II, 101
Chickasaw County, work of home service section in, II, 92
Child Welfare League of Sioux City, census for, I, 198
Children, influence of, on Red Cross membership, I, 97; part of, in Des Moines parade, I, 168; care of, II, 80; organization of, by Red Cross, II, 181-202; contributions of, to Red Cross, II, 181, 182; training of, for citizenship, II, 182, 183, 184; proclamation of President Wilson to, II, 183, 184; training of, in history, II, 192; clothing for, made by Junior Red Cross, II, 198; effect of Junior Red Cross on, II, 199, 200, 201; allowances for, II, 219
China, famine in, I, 60, 61
China, sale of, for Red Cross, I, 200
Chocolate, distribution of, to troops, II, 47, 53, 54
Christmas, Red Cross membership campaign at, I, 100-109; Red Cross ceremony for, I, 108, 109; packages distributed at, II, 134; work of Red Cross in celebration of, II, 139, 140; celebration of, at Fort Des Moines, II, 147, 148
Christmas Membership Drive Committee, work of, in Iowa, I, 109, 110
Christmas roll call, I, 122-136
Churches, Red Cross membership campaign in, I, 97, 105, 107, 108, 115, 116, 117, 126; part of, in War Fund drives, I, 146, 147, 159, 163
Cigarettes, distribution of, to troops, II, 40, 47, 49, 53, 54, 132, 145
Cigars, distribution of, to soldiers, II, 47, 145
Cincinnati (Ohio), social work in, II, 69
Cities, response of, to Red Cross roll call, I, 136, 145; population of, II, 110, 111, 113; social organizations in, II, 110, 111, 113
City halls, Red Cross workrooms in, II, 12
Civil rights act, study of, II, 97, 98
Civil War, care of soldiers in, I, 12, 13, 14, 15, 16; work of women in, I, 32
Civilian relief, local committee on, I, 80, 82; responsibility for, II, 63; departments of, II, 68, 69
Civilian Relief, Bureau of (Central Division), directors of, I, 51; work of, I, 51
Civilian Relief, Bureau of (National), organization of, I, 42; work of, I, 43; director of, I, 214
Civilian Relief, Department of (Central Division), field representatives from, II, 79, 81, 82; officers of, II, 106
Civilian Relief, Department of (National), work of, I, 32, 33, II, 67; handbook issued by, II, 64; directors of, II, 68, 69, 112, 204; institutes for home service workers provided by, II, 97; standards of poor relief set by, II, 115; camp service of, II, 125, 128
Civilian relief committee, kind of chairman needed for, II, 82, 83
Clarinda, success of second war

fund drive in, I, 166; contribution from, to Belgian relief, II, 33
Clean-up campaigns, work of Junior Red Cross in, II, 193
Clemens, Ashton, Red Cross speech by, I, 147
Clergymen, objection to, as home service chairmen, II, 82, 83
Clerical help, furnishing of, during influenza epidemic, II, 94
Clinton, organization of Red Cross chapter at, I, 62; Red Cross membership campaign at, I, 115, 116, 131; work of Red Cross chapter at, II, 28; work of Red Cross canteen at, II, 51-54, 218
Clothing, collection of, by Red Cross, I, 199-201, II, 31-33; production of, II, 17-19; making of, by Junior Red Cross, II, 198, 199
Coats, repair of, II, 53
Coffee, serving of, to troops, II, 47, 53, 54, 148
Cogswell, E. R., service of, in second war fund drive, I, 162
Coliseum (Des Moines), Red Cross meeting at, I, 148-152
Colorado, University of, president of, II, 203
Colored soldiers, Christmas celebration for, II, 140
Columbia University, mention of, II, 200
Combs, distribution of, II, 141, 145
Comfort kits, production of, II, 3, 23, 25, 27, 28, 199; distribution of, II, 124, 141, 145
Comforts, furnishing of, during influenza epidemic, II, 93
Commercial Club (Vinton), Red Cross work of, I, 165
Commission for Relief in Belgium, coöperation of Red Cross with, II, 32
Committees, appointment of, for Red Cross chapters, I, 79, 80; list of, I, 80, 81
Communication service, function of, in camps, II, 126, 127, 141, 145; work of, at Fort Des Moines, II, 142, 145
Community agents, duties of, II, 150
Compensation, information concerning, II, 64, 80, 145
Congress, first prayer in, I, 150; act of, for soldiers' families, II, 61; act of, concerning duties of Red Cross, II, 67, 68
Conner, James P., service of, on Red Cross State Board, I, 60
Conservation, work of Red Cross for, II, 34, 35
Conservation, Bureau of, establishment of, II, 34; articles shipped to, II, 34
Contingent Relief Fund, Red Cross, I, 137, 138, 139
Contributing membership, requirements for, I, 90
Convalescent gowns, number of, II, 28
Convalescent homes, supervision of, II, 127; accommodations of, II, 127; number of, II, 131; construction of, II, 138; equipment of, II, 138; sewing for, II, 196, 197; furniture for, II, 196, 197, 199
Convalescent robes, distribution of, II, 26
Cook, Mr., comment by, on Florence Nightingale, I, 6
Cooke, D. W., service of, as director of Bureau of Supplies and Transportation, I, 215
Cookies, distribution of, to soldiers, II, 47, 53, 54, 148
Cooks, provision for, during influenza epidemic, II, 94
Cooley, Edwin G., service of, as director of Junior Red Cross, II, 185, 187
Coöperation, local committee on, I, 80
Corn, Red Cross emblem in, I, 173, 174; husking of, by women, for Red Cross, I, 195
Corpsmen, number of, in hospital units, II, 159
Cots, furnishing of, by Red Cross, during influenza epidemic, II, 93, 94
Council Bluffs, organization of Red Cross chapter at, I, 62, 76, 77, 78; branches of Red Cross chapter at, I, 86; Red Cross meeting at, I, 145; contribution from, to Belgian relief, II, 33; collection of nut products at, II, 35; work of canteen at, II, 52, 218; salaried home service secretary in, II, 87; work of home service section in, II, 92;

home service institute at, II, 101, 103, 172, 224
Counties, use of, as Red Cross chapter units, I, 71-79; records of, in Christmas roll call, I, 134-136; per cent of population of, enrolled in Red Cross, I, 135, 136; problems of, in poor relief, II, 113, 114
Courthouses, Red Cross workrooms in, II, 12, 13
Coysh, Corporal, work of, for Red Cross, I, 163, 164
Cresco, Red Cross pigs loaded at, I, 192
Creston, Red Cross meeting at, I, 145; Red Cross canteen at, II, 218
Crimean War, care of wounded in, I, 2-7
Croix de Guerre, presentation of, II, 148
Crutch pads, giving of, to soldiers, II, 145
Cuba, Red Cross chapters in, I, 215

Dana, donation from, to Red Cross, I, 157
Dances, giving of, at Fort Des Moines, II, 147, 149
Daniels, Josephus, request of, for naval auxiliaries, I, 48
Dansville (New York), Red Cross organization at, I, 24
D'Arcy, W. C., Des Moines advertising commended by, I, 154
Darrah, John B., service of, on State Executive Committee, I, 128
Darrah, W. B., service of, on State Executive Committee, I, 128
Davenport, number of Red Cross members at, I, 96; Red Cross meeting at, I, 145; Red Cross subscription pledges at, I, 202; work of home service section in, II, 92, 93; home service course at, II, 103; Red Cross canteen at, II, 218
Davidson, Walter, presence of, at home service conference, II, 106
Davis, James C., Red Cross auction in charge of, I, 149, 150, 151
Davison, Henry P., service of, for Red Cross, I, 39, 41, 42, II, 204, 206; announcement of 1918 Christmas roll call made by, I, 122, 123; comment by, concerning home service, II, 119; service of, on Executive Committee, II, 204
Dawson, A. F., service of, on State Executive Committee, I, 128
Deacon, J. Byron, selection of, as acting director general of civilian relief, II, 204
Dean, Arthur D., comment by, on effect of Junior Red Cross, II, 200, 201
Decatur County, contribution from, to Belgian relief, II, 33
Decorah, organization of Red Cross chapter at, I, 82; part of, in Winneshiek County pig club, I, 192, 193
DeForest, Robert W., election of, as vice president of the American Red Cross, II, 204
Delano, Jane A., Bureau of Nursing in charge of, II, 152; death of, II, 152
Delaware, Junior Red Cross membership in, II, 190
Delaware County, use of war chest in, I, 179
Deming, J. K., service of, on Red Cross State Board, I, 60
Demobilization, home service during, II, 64, 65
Dentists, provision for, II, 44, 159
Dependents, care of, by Red Cross, II, 59-123; classes of, II, 61; allotments to, II, 61, 62 (see also Families of soldiers)
De Puy, Clifford, work of, in first war fund drive, I, 146
Des Moines, Red Cross supplies sent to, I, 58, 84, 87, 88, II, 11, 12; Red Cross convention at, I, 59, 145; organization of Red Cross chapter at, I, 62; Red Cross membership campaign in, I, 93-96, 116, 117, 130, 131; first war fund drive in, I, 145-156; Red Cross advertising in, I, 152-154; second war fund drive in, I, 167, 168; parade in, I, 167, 168; refusal of, to adopt war chest, I, 179, 180; meals at, for benefit of Red Cross, I, 195; eatless banquet at, I, 195, 196; salvage station at, I, 201; origin of service flag

for Red Cross in, I, 222; production of surgical dressings by, II, 20, 30; contributions from, to Belgian relief, II, 33; work of women's motor corps at, II, 37, 38; work of canteen at, II, 51, 52, 139, 218; work of home service section in, II, 92, 93, 150, 151; work of Red Cross in, during influenza epidemic, II, 94; convalescent hospital at, II, 94, 95; camps at, II, 133; athletic meet at, II, 146; soldiers entertained by people from, II, 149; committee at, on nursing service, II, 155; campaign for nurses in, II, 164, 165; superintendent of schools at, II, 184; headquarters of Junior Red Cross at, II, 185; supplies made by Junior Red Cross in, II, 199

Des Moines, Associated Charities of, secretary of, II, 134, 138

Des Moines County, Red Cross membership drive in, I, 118, 119, 133, 134; war club of, I, 133, 134, 179

Des Moines Orpheum, shows by, at Fort Des Moines, II, 147

Des Moines Register, The, flag donated by, for Junior Red Cross contest, II, 189, 190

Detroit (Michigan), Red Cross supplies sent to, I, 57; home service institute at, II, 101

Development, Bureau of (Central Division), directors of, I, 50; work of, I, 50, 51; plan of, for working organization of chapters, I, 79; officers of, II, 11, 106.

Development, Bureau of (National), director of, I, 215; Bureau of Junior Membership in, II, 184

Development, Department of, Bureau of Conservation established in, II, 34

Devine, Edward T., opinion of, concerning future of home service, II, 108

De Wolf, Sherman, service of, on State Executive Committee, I, 128

Dickinson County, number of Red Cross members in, I, 99, 120, 135

Dietetian Service, Bureau of, courses offered by, II, 170, 171

Dietetics, courses in, II, 169, 170

Dillman, J. F., service of, as director of Bureau of Accounting, I, 53

Dinners, serving of, to troops, II, 48, 49, 53

Director, State, letter from, II, 16 (see also Weaver, James B., and Kepford, A. E.)

Directors, board of, election of, for Red Cross chapters, I, 79, 80

Disaster relief, activities of Red Cross in, I, 24-26, 35, 36, 60, 61; local committee on, at Iowa City, I, 82; provision for, in Iowa, II, 121-123

Discharges, investigations relative to, II, 132; applications for, II, 143

Distinguished Service Crosses, presentation of, II, 148

Distribution, committee in charge of, II, 4

District of Columbia, number of Red Cross members in, I, 92

Divisions, Red Cross, establishment of, I, 44, 45

Doctors, place of, in hospital units, II, 159

Dodge, Cleveland H., work of, in Red Cross financial campaign, I, 141

Dogs, sale of, at Red Cross auction, I, 151

Doubleday, Frank N., service of, on Red Cross membership committee, I, 100

Doughnuts, serving of, to troops, II, 47, 53, 54, 148

Douglas Starch Works, explosion of, II, 122, 123

Drafted men, number of, served by canteens, II, 53

Dresses, making of, by Junior Red Cross, II, 198

Drinks, serving of, to troops, II, 47

Dubuque, organization of Red Cross chapter at, I, 62; Red Cross membership campaign in, I, 115, 131; Red Cross meeting at, I, 145; Sanitary Fair at, I, 156; Red Cross workroom in, II, 12, 13; contribution from, to Belgian relief, II, 33; work of canteen at, II, 54, 218; home service course at, II, 103

Dubuque County, Red Cross membership campaign in, I, 115; subscription of, to second war fund, I, 173
Ducha, Jacob, picture of, I, 150
Ducks, sale of, for Red Cross, I, 190
Dunant, Henri, work of, I, 7-10, 16, 17, 210

Eagle Grove, Red Cross canteen at, II, 218
Edmunds, T. J., service of, as director of Bureau of Civilian Relief, I, 51, 69
Education, provision for, II, 65
Edwards, W., speeches by, for Red Cross, I, 164
"Efficiency walk", II, 146
Egypt, Red Cross chapters in, I, 215
Eldora, home service course at, II, 103
Emergency relief, provision for, II, 63
Emmet County, Red Cross membership in, I, 135
Endowment Fund, Red Cross, I, 137, 138, 140
Englishman, donation of, to Red Cross, I, 155, 156
Entertainments, objections of Red Cross to, I, 184; provision for, at Fort Des Moines, II, 146-148
Epidemics, prevention of, II, 176
Epidemiologist, State, II, 106
Ernsberger, E., service of, on State Executive Committee, I, 128
Estherville, Red Cross meeting at, I, 145; Red Cross canteen at, II, 218
Europe, Red Cross supplies sent to, II, 17; nurses sent to, II, 158; letters from, II, 195
Executive Committee, Red Cross, members of, II, 204
Executive committees, appointment of, for Red Cross chapters, I, 79, 80; duties of, I, 80
Executive secretaries, demand for, II, 118
Extension Division, work of, for home service chapter courses, II, 103, 105, 106, 172

Face masks, distribution of, II, 26, 141
Factories, solicitation of, for Red Cross, I, 108
Fairfield, registration of nurses at, II, 174
Falkenhainer, Al, service of, on roll call committee, I, 128
Families of soldiers, care of, by Red Cross, II, 59, 60, 62-64, 81, 82, 104, 105, 107, 108, 110, 125, 134-137, 143, 144, 149-151; allotment of pay to, II, 61, 62; methods of caring for, II, 65, 66, 67; number of, aided by home service, II, 89-93; information furnished to, II, 127, 128, 141
Family relief, director of, II, 68; districts for, II, 68
Famine, relief during, II, 68
Faris, Ellsworth, lectures by, at home service course, II, 105
Farmers, hogs donated to Red Cross by, I, 190-194
Farrand, Livingston, comment by, on future of home service, II, 112, 113, 204, 205; service of, as chairman of Central Committee, II, 203; career of, II, 203, 204
Father, effect of absence of, on family, II, 62
Fayette County, Red Cross pig club in, I, 191
Fenton, Howard W., service of, as manager of Central Division, I, 50; service of, on roll call committee, I, 127
Fentress, Calvin, service of, as associate manager of Central Division, I, 50; service of, on roll call committee, I, 127
Field, Wentworth G., service of, in second war fund drive, I, 162
Field director, Red Cross, status of, II, 126
Field Service, Bureau of, director of, II, 75
Finances of American Red Cross, local administration of, I, 81, 84; national organization for, I, 137-182, II, 191
Finkbine, Mrs. W. O., service of, in campaign for nurses, II, 166
Fires, relief work for sufferers in, II, 68
First aid, local committee on, I, 80; courses in, II, 169, 170, 172

Flag, offer of, as prize, I, 119, 120, II, 189, 190; money thrown into, I, 195
Flannery, J. Rogers, service of, as director of Bureau of Supplies and Transportation, I, 215
Floods, relief for sufferers from, II, 68
Flowers, distribution of, to soldiers, II, 145
Fly swatters, distribution of, II, 132
Fogg, George C., presence of, at Geneva conference, I, 12
Fontanelle, Red Cross auction at, I, 188
Food, fines for violation of laws concerning, I, 196, 197; serving of, to troops, II, 40, 41, 43, 45-47
Food Administration, United States, fines levied by, I, 196, 197
Food conservation, work of Red Cross chapters for, I, 81, II, 35
Foods, courses in, II, 170, 171
Foreigners, solicitation of, for Red Cross, I, 105
Fort Atkinson, Red Cross pigs loaded at, I, 192
Fort Des Moines, quilts sent to, II, 31; Red Cross camp service at, II, 133, 140-149; Red Cross buildings at, II, 140, 141; Red Cross staff at, II, 142; home service work at, II, 142-144; physical recreation at, II, 146; entertainments at, II, 146-148; Christmas celebration at, II, 147, 148; Fourth of July celebration at, II, 148, 149; parade at, II, 149
Fort Dodge, Red Cross membership campaign at, I, 113, 133, 136; Red Cross meeting at, I, 145; Red Cross workrooms in, II, 13; home service course at, II, 103; Red Cross canteen at, II, 218
Fort Madison, second Christmas roll call at, I, 131
Fort Worth (Texas), liberty loan advertisements in, I, 154
Four Minute Men, Red Cross campaign aided by, I, 106
Fourteenth Division, Red Cross, jurisdiction of, I, 215
Fourth of July, celebration of, at Fort Des Moines, II, 148, 149
Fowler, George S., service of, on Red Cross membership committee, I, 100
France, war with, I, 18, 20, 21; Red Cross commission to, I, 44; knitted articles sent to, II, 18; collection of clothing for refugees of, II, 31-33, 193; tuberculosis work in, II, 204; membership of, in League of Red Cross Societies, II, 206, 207
Franco-Prussian War, care of wounded in, I, 18, 19, 20, 21, 210, 211
Fremont County, contribution from, to Belgian relief, II, 33
French, care of wounded of, I, 7-10
French soldier, contribution to, II, 2
Frost, W. A., service of, in Des Moines Red Cross membership campaign, I, 94
Fruit, collection of seeds of, II, 34, 35; serving of, to troops, II, 47, 54, 148
Fullerton, Robert, bids by, I, 150
Funds, Red Cross, kinds of, I, 137, 138, 139
Furloughs, investigations relative to, II, 132, 136
Furniture, sale of, for Red Cross, I, 200; making of, by Junior Red Cross, II, 196, 197

Galva, work of home service section in, II, 92
Gambling, objections of Red Cross to, I, 184
Gambrill, John M., comment by, on effect of Junior Red Cross, II, 200
Games, furnishing of, to troops, II, 127; provision for, at Fort Des Moines, II, 146
Garages, number of, II, 132
Gardens, care of, by Junior Red Cross, II, 194, 195
Garfield, James A., promise of, concerning Red Cross Treaty, I, 22, 23; assassination of, I, 23
Gas Mask Day, proclamation of, II, 34
Gas masks, collection of materials for, II, 34, 35

Gauze, shortage of, II, 7; use of, II, 28
Geese, sale of, for Red Cross, I, 188, 189
General Fund, Red Cross, I, 138, 139
General manager of American Red Cross, appointment of, I, 40
Geneva (Switzerland), conferences at, I, 10, 11, 12, 14, 15, 17; Congress of, I, 209; headquarters of The League of Red Cross Societies at, II, 206
Geneva Society of Public Utility, conference called by, I, 10
Geneva Treaty, adoption of, I, 11; provisions of, I, 12, 14, 15, 38; ratification of, by United States, I, 19-24; amendment to, I, 25
German prisoner, contribution to, II, 2
Germans, donation by, to Red Cross, I, 155, 156; enrollment of, in Red Cross, I, 223
Gibbons, James, service of, on Red Cross membership committee, I, 100
Gibson, Harvey D., service of, for Red Cross, I, 40; Red Cross organization described by, I, 214, 215; message of, concerning home service, II, 77, 78
Gifford, Frank B., service of, as director of Bureau of Supplies and Transportation, I, 215
Gillin, John L., service of, as director of Bureau of Civilian Relief, I, 51, II, 69, 70; presence of, at home service conference, II, 106, 107; report of, concerning demand for home service, II, 118
Girls, training of, for service, II, 200, 201
Goat, sale of, for Red Cross, I, 187
Gorgas, William C., request of, for nurses, II, 161, 166 (see also Surgeon General of the Army)
Governor of Iowa, service of, on Red Cross State Board, I, 60; proclamation by, for Red Cross membership campaign, I, 107 (see also Harding, William L.)
Graham, C. W., work of, in first war fund drive, I, 146
Grand Rapids (Michigan), production of surgical dressings at, II, 20; home service institute at, II, 101
Grandchildren, allowances for, II, 219
Grant, U. S., letter from, I, 150
Gratz, Benjamin, service of, on Red Cross membership committee, I, 100
Great Britain, membership of, in League of Red Cross Societies, II, 206, 207
Greater Clarinda Club, work of, for Red Cross, I, 166
Greek cross, use of, by hospitals, I, 15
Greene County, Red Cross membership in, I, 135; visiting nurse in, II, 179; supplies produced by Junior Red Cross in, II, 198
Greer, Samuel, service of, as director of Bureau of Development, I, 215
Griffith, Mrs. B. B., flag accepted by, I, 120
Griffith, John L., service of, as athletic director of Red Cross camp service, II, 133
Grinnell, Red Cross auction at, I, 188; donation of hogs to Red Cross by, I, 190
Grundy County, Red Cross membership in, I, 135; contributions from, to Belgian relief, II, 33
Guatemala, Red Cross chapters in, I, 215
Gum, giving of, to troops, II, 47, 145
Gun wipes, making of, by Junior Red Cross, II, 193, 198
Guthrie County, subscription of, to second war fund, I, 173

Hamilton, J. H., presence of, at home service conference, II, 106
Hancock County, Red Cross membership in, I, 135
Handkerchiefs, distribution of, to soldiers, II, 145
Hanna, James R., work of, in first war fund drive, I, 146
Hardin, Martin D., speeches by, for Red Cross, I, 164
Hardin County, visiting nurses in, II, 179, 180
Harding, Barbara, mention of, I, 59, 119, 120

Harding, William L., address by, at Red Cross meeting, I, 59; proclamations by, concerning Red Cross, I, 111, 112, 163, II, 34; speech by, I, 120; first war fund drive in charge of, I, 144, 145, 158; goose presented to, I, 188 (see also Governor of Iowa)
Harding, Mrs. William L., flag made by, I, 59, 99, 119, 120
Hardy, E. K., service of, as director of Bureau of Supplies, I, 52
Harlan, Edgar R., picture donated to, I, 150
Harrison County, Red Cross chapter of, I, 76-78
Hats, sale of, for Red Cross, I, 200
Hawaii, Red Cross chapters in, I, 215
Hawarden, work of home service section at, II, 92
Hawkins, Owen, tour of, for Red Cross, I, 164
Hayes, Rutherford B., indifference of, to Red Cross Treaty, I, 21
Haynes, Fred E., lectures by, at home service course, II, 105
Headquarters, Red Cross, number of, II, 131
Headquarters building (Camp Dodge), construction of, II, 138, 139; equipment of, II, 139
Healey, Robert, service of, on Red Cross State Board, I, 60
Health campaign, share of Junior Red Cross in, II, 195
Helmets, number of, II, 21; distribution of, to soldiers, II, 133; value of, II, 133
Henry, Rex J., service of, as director, II, 227
Henry County, organization of Red Cross chapter in, I, 62; Red Cross membership in, I, 135; second war fund drive in, I, 165; production of Red Cross supplies in, II, 27
Herbert, Sidney, Florence Nightingale sent to Crimea by, I, 4
Herbert, Mrs. Sidney, letter to, I, 4
Herring, Clyde L., work of, in first war fund drive, I, 146
Herring Motor Company, Red Cross quarters donated by, I, 58
Hezzlewood, Oliver, donation of, to Red Cross, I, 150, 151
Hibbard, Frank, service of, as director of Bureau of Supplies, I, 52
High school students, Red Cross membership drive conducted by, I, 114, 115
Highland Park College Woman's Association, eatless banquet of, I, 195, 196
Hill, L. S., service flag idea developed by, I, 222
Hinton, Red Cross auction at, I, 186
Hirsch, Mr., Red Cross membership drive in charge of, I, 118
Hitch, Ruth, talks by, at home service course, II, 104
Hitchcock, Fremont B., service of, as director of Bureau of Military Relief, I, 51
Holdoegel, P. C., service of, on State Executive Committee, I, 128
Hollingsworth, H. S., work of, in home service department at Camp Dodge, II, 134, 137
Home defense, nurses for, II, 155, 169
Home nursing, courses in, II, 169, 170, 172
Home service, meaning of, I, 51; local committee on, at Iowa City, I, 82; funds for, I, 203; need for, II, 59-63; account of, II, 59-123; field of, II, 63-65; methods of, II, 65-67; plan of organization of, II, 67-74, 84-88; consultation committee for, II, 72; finances of, II, 73-78, 89-92, 115, 116; development of, II, 74-78; problems of, II, 75-78; hindrances to, II, 75-83; preventive character of, II, 76; need of trained workers for, II, 76, 77, 82, 83, 86-88, 96, 97, 99; account of, in Iowa, II, 78-84; inspection of, II, 85-87; pay of secretaries for, II, 87, 88; accomplishments of, II, 88-95, 108, 109, 132; number of families aided by, II, 89-93; literature concerning, II, 100, 101; chapter courses for, II, 100, 103, 104, 105, 107; lectures on, II, 104, 105; confer-

ences on, II, 105-107; future of, II, 107-116, 205, 206, 223; opposition to peace time work of, II, 111; influence of, on organized social work, II, 116-121; name of, II, 120; coöperation of camp service with, II, 125, 128; information concerning, II, 131, 145; activities of, at Camp Dodge, II, 134-138; assistant directors of, II, 137; work of, at Fort Des Moines, II, 142-144; work of, in the various camp communities, II, 149-151
Home Service, Bureau of, representatives of, stationed in camps, II, 125
Home service institutes, attendance at, II, 86, 87, 98, 99, 101, 102, 118, 120; provision for, II, 97; courses of, II, 97-99, 102, 223; number of, II, 98, 101, 102; location of, II, 101, 102, 103, 224
Home service sections, establishment of, II, 70, 71, 73; officers of, II, 70-72; number of, II, 74, 90, 99, 100
Home Service Sections, Handbook of Information for, compilation of, II, 64
Home service workers, information furnished by, II, 64; pay of, II, 71; volunteers for, II, 71, 72; number of, II, 74, 84-86; training for, II, 77, 82, 83, 96-107, 223; qualifications of, II, 84-88; sources of, II, 99, 100; chapter courses for, II, 100; experiences of, in camps, II, 128-130
Honor Day, enrollment of Red Cross members on, I, 117
Honorary membership, election to, I, 91
Hood, Jack, bid of, at Red Cross auction, I, 151
Hoover, Herbert C., Red Cross speech by, I, 142; clothing requested by, II, 32
Hosken, W. P., service of, as field director of Red Cross, II, 139
Hospital bags, making of, by Junior Red Cross, II, 198
Hospital garments, production of, II, 1, 3, 8, 18, 19, 23, 24, 27, 28, 29, 196, 197, 198; standardization of, II, 5; director in charge of, II, 11; value of, II, 18, 24, 196
Hospital of St. John, establishment of, I, 1
Hospital shawls, number of, II, 31
Hospital supplies, production of, II, 17-19, 23, 24, 28, 196, 197; value of, II, 18, 24, 196
Hospital supplies and garments, committee on, I, 80, 81, II, 4
Hospital units, organization of, II, 158, 159
Hospitals, chapters not to finance, I, 185; establishment of, by local chapters, I, 203; care of soldiers in, II, 44, 48; opening of, for influenza cases, II, 94; opening of, for soldiers' families, II, 94, 95; work of Red Cross in, II, 126, 127, 132, 140-149; news of soldiers in, II, 135; Christmas celebration in, II, 139; overseas men at, II, 143; entertainments in, II, 148, 149; organization of, II, 158, 159
Hot water bags, distribution of, II, 132
Hough, Clarence A., service of, as director of Publicity Bureau, I, 53
Howard County, Red Cross membership in, I, 135
Howell, Captain, purchase by, at Red Cross auction, I, 150, 151
Hugus, Miss, work of, in home service, II, 87, 88
Humboldt County, Red Cross membership in, I, 135
Hurin, Mrs. G. M., service of, on roll call committee, I, 128
Hurley, Edward N., service of, for Red Cross, I, 39; transfer of, to Shipping Board, I, 39
Hygiene, courses in, II, 169, 170, 172

Ice cream, serving of, to troops, II, 47, 49, 53, 55, 148
Ida County, Red Cross membership in, I, 135; subscription of, to second war fund, I, 173
Ida Grove, Red Cross auction at, I, 186; donations to Red Cross in, II, 31
Illinois, number of Red Cross chapters in, I, 64; number of Red Cross members in, I, 121;

second war fund drive in, I, 178, 179; placing of, in Central Division, I, 215; students from, in home service institute, II, 101, 102, 106; demand in, for trained home service workers, II, 118; nurses enrolled from, II, 160, 166, 167; share of, in nurses' parade, II, 164; reports from, on results of nursing survey, II, 175; Junior Red Cross members in, II, 189-191; number of junior auxiliaries in, II, 190; financial statistics of Junior Red Cross in, II, 191
Indiana, storm in, I, 94; placing of, in Central Division, I, 215; students from, in home service institute, II, 101, 102
Infant mortality, reduction of, II, 176
Influenza, work of Red Cross during epidemic of, I, 80, 81, II, 93, 94, 141; effect of, on second Red Cross roll call, I, 127-129, 134; need of nurses during, II, 167, 168, 173
Information, giving of, to soldiers' families, II, 64, 65, 88-91, 126, 127; giving of, to soldiers, II, 130, 137, 144, 145
Institutional membership, requirements for, I, 91
Insurance, information concerning, II, 64, 145
International Committee for the Relief of the Wounded in War, purpose of, I, 20
International friendship, campaign for, II, 195
International Red Cross Society (see Red Cross Society, International)
Iowa, inclusion of, in Central Division, I, 49, 215; organization of Red Cross in, I, 54-89; number of Red Cross chapters in, I, 64, 65, 66; organization of Red Cross chapters in, I, 67-82; organization of Red Cross branches and auxiliaries in, I, 82-89; Red Cross membership in, I, 93-100, 109-122, 127-136; Red Cross membership quota for, I, 110, 111; 1918 Red Cross roll call in, I, 127-136; first Red Cross war fund drive in, I, 144-158; second war fund drive in, I, 162-182; financing local Red Cross organizations in, I, 185-203; fines in, given to Red Cross, I, 196, 197; contribution from, to Red Cross, I, 202, II, 32, 33; organization of women in, for Red Cross work, II, 11, 12; workrooms in, II, 12, 13; production of Red Cross supplies in, II, 22-31; value of supplies produced by, II, 24, 25; motor corps work in, II, 37, 38; canteen service in, II, 50-58, 218; home service work in, II, 75, 78-84, 86-88; students from, in home service institutes, II, 101, 102, 106; home service conferences in, II, 106, 107; need of home service in, II, 113, 114; demand in, for trained home service workers, II, 118; storms in, II, 121, 122; disaster relief in, II, 121-123; Red Cross camp service in, II, 133-151; committees in, on nursing service, II, 155; enrollment of nurses from, II, 161, 165-167; share of, in nurses' parade, II, 164; campaign in, for nurses, II, 164-166; quota of, in nursing campaign, II, 167; registration of nurses in, II, 174; statistics concerning work of Red Cross chapters in, during nursing survey, II, 175; visiting nurses in, II, 179, 180; organization of Junior Red Cross in, II, 185, 187, 188, 189; Junior Red Cross members in, II, 188-191; number of junior auxiliaries in, II, 190; financial statistics of Junior Red Cross in, II, 191; supplies made by Junior Red Cross in, II, 196-199; work of, for American Red Cross, II, 208, 209
Iowa City, organization of Red Cross chapter at, I, 81, 82; Red Cross subscription pledges at, I, 202; home service institutes at, II, 101-103; home service conference at, II, 105, 106
Iowa Falls, home service course at, II, 103
Iowa State Savings Bank (Bur-

lington), rooms for Red Cross furnished by, II, 13
Iowa State Teachers' Association, secretary of, II, 189
Iron, sale of, for Red Cross, I, 199
Italian soldier, contribution to, II, 2
Italians, care of wounded of, after battle of Solferino, I, 7-10
Italy, Red Cross commission to, I, 44; garments for refugees of, II, 193; membership of, in League of Red Cross Societies, II, 206, 207

"Jack Pershing" (rooster), sale of, for Red Cross, I, 188
Jackson Junction, Red Cross pigs loaded at, I, 192
Japan, Red Cross chapters in, I, 215; membership of, in League of Red Cross Societies, II, 206, 207
Jasper County, Red Cross membership in, I, 135
"Jazz Parade", description of, at Fort Des Moines, II, 149
"Jazz Riot", description of, at Sioux City, I, 170-172
Jelly, distribution of, to soldiers, II, 145
Jensen, Mrs. C. A. L., record of, in Red Cross work, II, 30, 31
Jerusalem (Palestine), care for sick at, I, 1, 2
Johnson, B. Ban, service of, on Red Cross membership committee, I, 100
Johnson, Sue, pennies for Red Cross collected by, I, 195
Johnson County, organization of Red Cross chapter in, I, 81
Jones, Jesse H., service of, for Red Cross, I, 40
Jones County, plan of Red Cross chapter in, I, 89; Red Cross membership campaign in, I, 96-98; use of war chest in, I, 179; work of home service section in, II, 92
Joplin (Missouri), work of home service section at, II, 136
Judson, Frank W., service of, on roll call committee, I, 127
Julien Hotel (Dubuque), Red Cross workroom in, II, 12, 13
Junior auxiliaries, Red Cross, organization of, I, 48, II, 185; number of, II, 188, 190; activities of, II, 192
Junior Chamber of Commerce (Des Moines), Red Cross members secured by, I, 95
Junior Four Minute Men, contests among, II, 195
Junior Membership, Bureau of, Junior Red Cross under, II, 184; creation of, II, 187; program of, II, 194, 195
Junior Red Cross, local committee on, at Iowa City, I, 82; membership in, I, 91, 92, 121, 122, II, 188, 189, 190; plans for, II, 181; story of, II, 181-202; aims of, II, 181, 182, 183; proclamation concerning, II, 183, 184; national organization of, II, 184; directors of, II, 184, 185, 189; Iowa organization of, II, 185, 187, 188, 190; local organization of, II, 185-187; aid of schools to, II, 185, 186; finances of, II, 186, 187, 191; development of, II, 187-191; program of, II, 191-195; activities of, II, 191-202; community service of, II, 192; production of supplies by, II, 192-199; bazaar held by, II, 194; letters to soldiers written by, II, 194, 195; value of supplies made by, II, 196; comments on, II, 199-201; peace time program of, II, 202
Junk, sale of, in Sioux City, I, 197-201; collection of, by Junior Red Cross, II, 193, 194

Kangaroo court, money for Red Cross raised by, I, 169
Kauffman, Mrs. B. F., hospital garment work in charge of, II, 11
Kentucky, placing of, in Central Division, I, 215
Keokuk, home service conference at, II, 106
Kepford, A. E., service of, as State director of Red Cross, I, 55-59, 65-67, 85; statement by, concerning Red Cross branches and chapters, I, 88, 89; work of, in Red Cross membership drive, I, 99; speech by, I, 120, 196; work of, in first war fund drive, I, 144, 145, 158; congratulations sent to, I, 156; ob-

jection of, to paid speakers, I, 164, 165; estimate of, on Red Cross local finances, I, 202; appointments made by, II, 11; telegrams of, concerning canteens, II, 50; letters to, II, 51, 208, 209; disaster relief directed by, II, 122
Kepford, Lucile, flag held by, I, 120
Kidder, W. H., service of, on roll call committee, I, 128
King, Alexander, election of, as counsellor of the American Red Cross, II, 204
Kingsley, contribution of, to second war fund drive, I, 166; Red Cross auction at, I, 186, 187; collection of nut products at, II, 35
Klingaman, O. E., service of, as Red Cross instructor, I, 59, II, 104; work of, in first war fund drive, I, 144, 145, 158; service of, as director of home service institute, II, 102, 103
Knights Hospitallers, work of, I, 1, 2
Knights of Columbus, dances at building of, II, 147, 149; refreshments served by, II, 148
Knitted articles, production of, II, 1, 3, 8, 9, 197, 199; committee in charge of, II, 4; value of, II, 133; distribution of, to soldiers, II, 133, 134
Knitted garments, production of, II, 18-21, 23, 25, 27, 28, 30, 31; number of, distributed, II, 18, 26; value of, II, 25
Kossuth County, Red Cross membership record of, I, 120, 135; contribution of, to Sanitary Commission, I, 156; contributions from, to second war fund, I, 173
Ku Klux Klan, work of, for Red Cross, I, 170
Kurtz, Carl, bids of, at Red Cross auction, I, 151

Labor, solicitation of, for Red Cross, I, 105, 108
Laborers, number of, served by canteen, II, 53
Ladies Soldiers' Aid Society, work of, I, 14
Lake Division, Red Cross, number of members in, I, 93
Lamps, making of, by Junior Red Cross, II, 197
Laurie, husking of corn at, by women, for Red Cross, I, 195
Lawrence, William, service of, on Red Cross membership committee, I, 100
Le Cron, J. D., letter to, I, 154
Le Mars, Red Cross auction at, I, 186, 189; Red Cross canteen at, II, 218
League of Nations, mention of, II, 108; League of Red Cross Societies sponsored by, II, 206, 234
League of Red Cross Societies, The, organization of, II, 206; headquarters of, II, 206; connection of, with League of Nations, II, 206, 234; government of, II, 206, 207; purposes of, II, 206, 207
Lee, Porter R., outline compiled by, II, 97
Lee County, number of Red Cross members in, I, 99; donation from, to first war fund, I, 157
Lemonade, serving of, to soldiers, II, 148
Letters, sending of, for soldiers, II, 143, 145
Liberty bond, sale of, for Red Cross, I, 187
Liberty loans, campaign for, in Des Moines, I, 146; advertisements of, I, 154; subscriptions to, in Iowa, I, 158; methods of raising, I, 159; work of Junior Red Cross for, II, 194
Lies, Eugene T., service of, as director of family relief work, II, 68
Life membership, requirements for, I, 90, 221
Lincoln (Nebraska), production of surgical dressings by, II, 20
Lincoln School Building (Des Moines), Red Cross headquarters at, I, 58
Lindley, Hervey, service of, on Red Cross membership committee, I, 100
Linn County, Red Cross membership in, I, 135, 136; donation from, to first war fund, I, 157; Red Cross auction in, I, 189, 190
Loans, making of, to soldiers, II, 132, 133, 143

Local organizations of the Red Cross, finances of, I, 183-203
London (England), Red Cross chapters in, I, 215
London Times, news from Crimea printed in, I, 2, 3, 5
Longfellow, Henry Wadsworth, poem by, I, 7
Lotteries, objections of Red Cross to, I, 184
Louisa County, Red Cross membership drive in, I, 119; use of war chest in, I, 179
Lucas County, Red Cross membership in, I, 135; success of first war fund drive in, I, 156, 157
Lunches, troops furnished with, II, 47, 53, 58
Luthe, F. H., purchase by, at Red Cross auction, I, 151, 152
Lyons, Red Cross membership campaign in, I, 116

Mabel, Red Cross pigs loaded at, I, 192
McAdoo, William G., advertisements sent to, I, 154
McAdoo, Mrs. William G., service of, on Red Cross membership committee, I, 100
McCarthy, Leo, service of, as Red Cross director, II, 227
McClenahan, Bessie A., home service supervised by, II, 86; talks by, II, 104, 105
McCormick, Joe, service of, on roll call committee, I, 128
MacCracken, H. N., service of, on Red Cross membership committee, I, 100; service of, as director of Junior Red Cross, II, 184
MacLean, George E., service of, on Red Cross State Board, I, 60
McMullen, B. S., speeches by, for Red Cross, I, 164
McMullen, M. S., service of, on roll call committee, I, 128
McNamara, R. C., service of, as director of Bureau of Development, I, 50
McNeal, E. G., Belgian relief work in charge of, II, 32, 33
McNider, C. H., service of, on State Executive Committee, I, 128
Madison County, Red Cross membership in, I, 135; Red Cross contest in, I, 188, 189
Magazine membership, requirements for, I, 90, 221
Magazines, space given to Red Cross by, I, 106; giving of, to troops, II, 47, 49, 53, 127
Maguire, D. E., service of, on State Executive Committee, I, 128
Mahaska County, Red Cross branches and auxiliaries in, I, 86; Junior Red Cross membership in, II, 190
Mail, sending of, II, 49; information concerning, II, 64, 88
"Mail order" campaign, I, 132
Malta, Knights Hospitallers at, I, 2
Maltese cross, use of, by hospitals, I, 15
Marble Rock, Red Cross auction at, 187
Marines, provision for care of, II, 39, 131; number of, served by canteens, II, 49, 50, 53
Marion County, Red Cross membership in, I, 135
Marshall, Florence, service of, as director of the Woman's Bureau, I, 215
Marshall County, Red Cross branches in, I, 86; second Christmas roll call in, I, 131, 132; Red Cross membership in, I, 135, 136; Red Cross emblem in corn in, I, 173, 174; cost of work for influenza patients in, II, 94
Marshalltown, second Christmas roll call at, I, 131; Red Cross membership in, I, 136; Red Cross meeting at, I, 145; emergency hospital in, II, 94; home service course at, II, 103; Red Cross canteen at, II, 218
Maskell, Private, tour of, for Red Cross, I, 163, 164
Masks, furnishing of, during influenza epidemic, II, 93
Mason City, Red Cross meeting at, I, 145; Red Cross work of woman from, II, 29, 30; registration of nurses at, II, 174; Red Cross canteen at, II, 218
Matches, giving of, to troops, II, 47, 53
Matrons, provision for, during influenza epidemic, II, 94

Mattresses, furnishing of, during influenza epidemic, II, 93, 94
Mayors, proclamations by, for Red Cross, I, 107, 117
Meals, serving of, for Red Cross, I, 195; troops furnished with, II, 47-49, 53, 58; furnishing of, during influenza epidemic, II, 93, 94
Medical aid, provision for, II, 48, 49, 64
Medical Corps, hospitals for, II, 158, 159
Medical service, emblems for, I, 15, 16
Membership, Red Cross, local committee on, I, 80, 81; kinds of, I, 90-92; growth of, I, 92-136; Christmas campaign for, I, 100-109, 122-136; campaign for, in Iowa, I, 109-122; rules of, I, 221
Memphis (Tennessee), Red Cross organization at, I, 24
Meredith, E. T., work of, in first war fund drive, I, 146; Red Cross speech by, I, 147; assistance of, in Red Cross auction, I, 149, 151, 152
Methodist Hospital (Des Moines), Red Cross nurses from, II, 165
Mexican Border, donations to soldiers on, II, 13; nurses sent to, II, 158
Michigan, forest fire in, I, 24; inclusion of, in Central Division, I, 49, 215; Red Cross administration in, I, 57; Red Cross chapters in, I, 64, 78; number of Red Cross members in, I, 121; result of Christmas roll call in, I, 135; students from, in home service institute, II, 101, 102; demand in, for trained home service workers, II, 118; nurses enrolled from, II, 161, 166, 175; Junior Red Cross members in, II, 189, 190, 191; number of Junior auxiliaries in, II, 190; financial statistics of Junior Red Cross in, II, 191
"Military Council", use of, in Pottawattamie County, I, 165
Military relief, Red Cross work in, I, 43, 51, II, 141
Military Relief, Bureau of, organization of, I, 42; work of, I, 43, 51; directors of, I, 51, 214
Military Relief, Department of, purpose of, I, 32, II, 128; bureaus in, II, 3, 39, 40, 126
Military service, nurses for, II, 152, 153
Miller, Homer, purchase by, at Red Cross auction, I, 151
Mills County, Red Cross chapter of, I, 76-78
Milwaukee (Wisconsin), home service institute at, II, 101, 102
Miners, donations of, to Red Cross, I, 155
Minnesota, placing of, in Central Division, I, 215
Mississippi River, floods on, I, 24, 25, 60, 61
Missouri, placing of, in Central Division, I, 215
Mitchell, John P., service of, on Red Cross membership committee, I, 100
Mitchell County, contributions from, to Belgian relief, II, 33; Red Cross courses in, II, 171, 172
Monona, registration of nurses at, II, 174
Monona County, contribution from, to Belgian relief, II, 33
Monroe County, work of home service section in, II, 92
Montgomery, Albert, tour of, for Red Cross, I, 164
Montgomery County, Red Cross membership in, I, 135; home service work in, II, 87, 88
Morale, work of Red Cross for, II, 125
Morris, Gardner, service of, as director of canteen service, II, 49
Mother, incident concerning reunion of, with son, II, 136
Motor Corps, duties of, II, 35, 36; organization of, II, 35, 36; work of, II, 37, 38, 93
Motor Corps Service, Bureau of, creation of, II, 35
Motor Trades Bureau, work of, for Belgian relief, II, 33
Moulton, Emma Case, service of, to Junior Red Cross, II, 189
Moving pictures, use of, in Red Cross campaign, I, 106; provi-

sion for, at Fort Des Moines, II, 147
Mufflers, number of, II, 21; distribution of, in camps, II, 124, 133; value of, II, 133
Muir, Mrs. Lauretta K., service of, as instructor in home service, II, 107; work of, at Cedar Rapids, II, 122, 123
Munroe, Frederick C., selection of, as general manager of the American Red Cross, II, 204
Murphy, Bernard, service of, on Red Cross State Board, I, 60
Murphy, Grayson M. P., service of, for Red Cross, I, 39
Muscatine, organization of Red Cross chapter in, I, 62; second Christmas roll call in, I, 132, 133; visiting nurse employed by, II, 179; Red Cross canteen at, II, 218
Muscatine County, work of home service section in, II, 92, 93; supplies produced by Junior Red Cross in, II, 198

Nashua, storm at, II, 121, 122
National Army, canteen service for, II, 46
National Children's Fund, contributions to, II, 191
National Defense, Council of, health campaign aided by, II, 195
National Headquarters of American Red Cross, bureaus of, I, 42-44; objections of, to certain methods of raising money, I, 184, 185; certificates given by, II, 98; reports to, II, 118; nurses enrolled at, II, 155; Junior Red Cross sponsored by, II, 184
National Membership Campaign Committee, Red Cross, personnel of, I, 100; quotas assigned by, I, 110
Naval service, nurses for, II, 152, 153
Navy, need of nurses for, II, 161; nurses assigned to, II, 168
"Navy League", organization of, I, 70
Navy Nurse Corps, representative of, on committee, II, 153; reserve of, II, 156; assignment of nurses to, II, 157
Nebraska, inclusion of, in Central Division, I, 49, 215; Red Cross administration in, I, 57; number of Red Cross chapters in, I, 64; number of Red Cross members in, I, 121, 135; delegates from, to home service conference, II, 106; nurses enrolled from, II, 161, 166, 175; Junior Red Cross members in, II, 188-191; number of junior auxiliaries in, II, 190; financial statistics of Junior Red Cross in, II, 191
Negroes, donation of, to Red Cross, I, 155, 156; work of, for Red Cross, II, 29
Nevada, Junior Red Cross membership in, II, 190
New Hampton, storm at, II, 121, 122
New Orleans (Louisiana), Red Cross organization at, I, 24
New York (N. Y.), number of Red Cross chapters in, I, 64; Red Cross supplies shipped to, II, 7, 20, 33
New York School of Philanthropy, director of, II, 97
Newell, Red Cross auction at, I, 188
Newspapers, Red Cross advertising in, I, 152, 153, 161; giving of, to troops, II, 47-49
Newton, collection of pennies at, for Red Cross, I, 195; home service course at, II, 103
Nightingale, Florence, work of, I, 2-7, 17, 207, 208
Nobel Peace Prize, granting of, to Henri Dunant, I, 210
Northern Division, Red Cross, number of junior auxiliaries in, II, 188
Norton, Charles D., service of, for Red Cross, I, 39; withdrawal of, I, 40
Notes and references, I, 205-234, II, 213-234
Nurse Campaign Executive Committee, selection of, II, 164
Nurses, enrollment of, as Red Cross members, I, 90, 91; presence of, at Red Cross meeting, I, 147; presence of, in Des Moines parade, I, 168; transportation of, II, 36; number of, served by canteen, II, 53; provision for, during influenza epidemic, II, 93, 94; home for, II,

131; number of, II, 152, 158, 160, 166-169; committees concerning, II, 153, 154; enrollment of, II, 155-158, 160-169; qualifications of, for Red Cross service, II, 156, 157; uniforms of, II, 157; pay of, II, 157; assignment of, to duty, II, 157, 168, 169; number of, in hospital units, II, 159; need of, II, 161-168, 172-174; exemption of, II, 162; campaign for, II, 162-167; training for, II, 163, 165, 166, 173; instruction given by, II, 170; survey of, II, 172-175; registration of, II, 174; employment of, by towns and counties, II, 179, 180
Nurses' Associations, State, nominations by, II, 154
Nurses' homes, number of, II, 131, 138; sewing for, II, 196, 197; furniture for, II, 196, 197
Nursing, Bureau of, nursing service in charge of, II, 152; duties of, II, 152, 153
Nursing, Department of (Central Division), head of, II, 155; organization of, II, 155; campaign conducted by, II, 164, 165, 166; work of, in influenza epidemic, II, 167, 168
Nursing, Department of (National), bureau in, II, 170
Nursing Education, National League of, representative of, on committee, II, 153
Nursing service, local committee on, at Iowa City, I, 82; account of, II, 152-180; organization of, II, 152-158; State committees on, II, 154; development of, II, 156; status of, II, 156, 157; pre-war activities of, II, 158-160; continuation of, II, 205, 206
Nursing Service, Bureau of (Central Division), work of, 52
Nursing Service, Bureau of (National), organization of, I, 42; work of, I, 43
Nursing Service, National Committee on, work of, I, 33
Nursing Survey Week, account of, II, 172-175; need of, II, 173; statistics secured during, II, 175
Nursing units, organization of, II, 153
Nuts, collection of pits and shells of, II, 34, 35
Nye, C. C., service of, on Red Cross State Board, I, 60

O. U. Bridge Club (Sioux City), salvage station managed by, I, 197, 198
O'Brien County, Red Cross membership in, I, 135
O'Connor, Alfred H., Red Cross speech by, I, 146
O'Connor, F. A., intervention of, in Red Cross chapter dispute, I, 69
O'Connor, J. J., service of, as director of Bureau of Development, I, 50; service of, as director of Department of Chapters, I, 54; address of, at Red Cross meeting, I, 59; chapters authorized by, I, 63; assistance of, in Red Cross membership campaign, I, 93, 94
Oelwein, work of canteen at, II, 53, 218; registration of nurses at, II, 174
Officers (army), number of, served by canteens, II, 53; duty of, to assist Red Cross, II, 124, 125
Officers (Red Cross), selection of, by Red Cross chapters, I, 79, 80; uniforms of, II, 125, 126
Ohio, placing of, in Central Division, I, 215
Ohio River, flood on, I, 60, 61
Olives, distribution of, II, 132
Omaha (Nebraska), Red Cross supplies sent to, I, 57; home service institute at, II, 101, 106
Operating caps, distribution of, II, 26
Operating gowns, distribution of, II, 26, 28
Operating sheets, number of, II, 28
Oranges, distribution of, to troops, II, 53, 54
Orchard, W. R., service of, on State Executive Committee, I, 128
Organized charity, relation of, to home service, II, 111, 112; advantages of, II, 117; disadvantage of name of, II, 120, 121
Organized Welfare Bureau (Sioux City), salvage station continued for, I, 201

Organizing Charity, American Association of Societies for, members of, II, 110, 111
Orpheum shows, giving of, at Fort Des Moines, II, 147, 148
Orpheum theatre (Sioux City), "raid" on, for benefit of Red Cross, I, 169
Orth, J. C., service of, on roll call committee, I, 128
Osceola County, Red Cross membership in, I, 135
Oskaloosa, work of home service section in, II, 93; Red Cross canteen at, II, 218
Ossian, Red Cross pigs loaded at, I, 192
Ottumwa, Red Cross meeting at, I, 145; work of Red Cross in, during influenza epidemic, II, 93, 94; home service course at, II, 103; Red Cross canteen at, II, 218
Overseas duty, nurses assigned to, II, 168
Overseas men, assistance for, II, 143

Page County, Red Cross membership in, I, 135
Pajamas, making of, II, 15, 28, 29; distribution of, to soldiers, II, 26, 145
Palo Alto County, Red Cross membership in, I, 135
Paper, sale of, for Red Cross, I, 199
Parades, description of, I, 118, 160, 167, 168
Parents, allowances for, II, 219
Paris (France), Red Cross chapters in, I, 215; association formed at, II, 206
Parochial schools, enrollment of, in Junior Red Cross, I, 91, 92, II, 188
Patients, Christmas gifts for, II, 139; athletics for, II, 146
Patricola of the Empress, song by, I, 149; sale of flowers of, I, 149, 150
Patriot's Fund, use of, for Red Cross membership, I, 133
Patron membership, requirements for, I, 90
Pay, allotment of, II, 59, 61, 62; assistance in securing, II, 65
Pella, emergency hospital in, II, 94
Pencils, distribution of, to troops, II, 54
Pennies, collection of, for Red Cross, I, 195
Pennsylvania, number of Red Cross chapters in, I, 64
Percival, Carl F., service of, as manager of Red Cross shipping station, I, 58
Perkins, Mary, Red Cross work of, I, 61
Pershing, John J., Red Cross speech by, I, 142; mention of, II, 163
Persia, Red Cross chapters in, I, 215
Personal subscriptions, taking of, for Red Cross, I, 184, 202, 203
Persons, W. Frank, service of, as director of Bureau of Civilian Relief, I, 214; coöperation of, with social workers, II, 112; comment by, on value of home service, II, 117, 118
Pestilence, relief during, II, 68
Petticoats, making of, by Junior Red Cross, II, 198
Pewter, sale of, for Red Cross, I, 199
Philadelphia (Pennsylvania), mobilization of base hospital at, II, 160
Philippine Islands, Red Cross chapters in, I, 215
Physical recreation, department of, at Fort Des Moines, II, 142, 146
Physicians, enrollment of, as members of Red Cross, I, 91; provision for, II, 44
Pickles, distribution of, to troops, II, 53
Picnics, provision for, at Fort Des Moines, II, 147, 149
Pies, sale of, for Red Cross, I, 187; serving of, to troops, II, 47, 49, 54, 55, 148
Pig clubs, Red Cross funds raised by, I, 190-194
Pigs, sale of, for Red Cross, I, 190-194
Pillow cases, distribution of, II, 26; furnishing of, during influenza epidemic, II, 93, 94
Pitkins, H. W., service of, on State Executive Committee, I, 128
Platinum, collection of, II, 34
Playground and Recreation Asso-

ciation of America, war work of, II, 120, 121
Plymouth County, Red Cross branches in, I, 86; number of Red Cross members in, I, 99
Pneumonia jackets, furnishing of, during influenza epidemic, II, 93
Pocahontas County, Red Cross membership in, I, 135
Poland, aid for, I, 61
Police court, fines in, given to Red Cross, I, 170
Polk County, donation from, in first war fund drive, I, 157; contribution from, to second war fund, I, 173; campaign in, for nurses, II, 164 (see also Des Moines)
Poor relief, training for, II, 113, 114
Pop, serving of, to soldiers, II, 148
Pop corn, distribution of, to troops, II, 54
Porto Rico, Red Cross chapters in, I, 215
Positions, securing of, for soldiers, II, 53
Postal cards, giving of, to troops, II, 47, 49, 53, 54, 132
Posters, use of, in Red Cross campaigns, I, 106
Potatoes, raising of, for Red Cross, I, 195; anxiety of soldier over, II, 136
Pottawattamie County, Red Cross chapter of, I, 76-78; second war fund drive in, I, 165
Pottawattamie County Plan, scheme of, I, 165
Poweshiek County, Red Cross membership in, I, 135; Junior Red Cross membership in, II, 190
President of the United States, proclamation of, concerning Red Cross, II, 156 (see also Wilson, Woodrow)
"Princess Pat's", survivor of, I, 146
Private homes, Red Cross workrooms in, II, 12
Private schools, enrollment of, in Junior Red Cross, I, 91, 92
Production, increase in, II, 5, 6, 7
Prosper, donation from, to Red Cross, I, 157
Prussia, war with, I, 18, 20, 21
Public health, Red Cross work for, II, 205
Public Health, American Journal of, editor of, II, 203
Public health nursing, standards for, II, 157
Public Health Nursing, National Organization of, representative of, on committee, II, 153, 154
Public Health Service, United States (see United States Public Health Service)
Public schools, enrollment of, in Junior Red Cross, I, 91, 92
Publicity, local committee on, I, 80, 82; provision for, I, 128, 162, 163, 167
Publicity, Bureau of (Central Division), work of, I, 53, 54
Publicity, Bureau of (National), organization of, I, 43; work of, I, 44
Purchasing, committee on, I, 80, 82, II, 4; difficulties of, II, 6, 7
Pye, Charles, service of, to Junior Red Cross, II, 189

Quilts, making of, II, 31, 197, 198
Quincy (Illinois), advertising in, I, 154
Quotas, fixing of, in second war fund drive, I, 162, 163; assignment of, to chapters, II, 6

Raffles, objections of Red Cross to, I, 184
Rags, sale of, for Red Cross, I, 199
Railroads, canteens on, II, 42
Ralston (Nebraska), aid for, I, 61
Rankin, Mr., letter from, on Des Moines advertising, I, 154
Ray, Hal, Red Cross members secured by, I, 95
Razors, distribution of, to soldiers, II, 141, 145
Read, Mrs. Ralph L., surgical dressings work in charge of, II, 11
Reading matter, furnishing of, to soldiers, II, 40, 42, 45, 47, 49
Reading room, provision for, II, 53
Recreation, department of, at Fort Des Moines, II, 142
Recreational officer, Red Cross, work of, II, 131

Red cross, use of, as emblem, I, 15
Red Cross, American, formation of, I, 18-36; disaster relief provided by, I, 24-26, 35, 36, 60, 61, II, 121-123; charter of, I, 26, 28; organization of, I, 26-36, 214, 215, II, 156; officers of, I, 28, 29, II, 203, 204; reports of, I, 28, 213, 214; General Board of, I, 29, 30; Executive Committee of, I, 30, 31; Central Committee of, I, 30, 32; buildings of, I, 31, 32, II, 131, 132, 138-141; departments of, I, 32, 33; State boards of, I, 33-35, 213; war organization of, I, 37-59; bureaus of, I, 42, 43; National Headquarters of, I, 42-44, 212, 213; divisions of, I, 45, 54; chapters of, I, 45, 46, 48, 49, 61-82; branches of, I, 46, 47, 49, 82-89; auxiliaries of, I, 47-49; organization of, in Iowa, I, 54-89; convention of, at Des Moines, I, 59; membership in, I, 90-136, 221; National Membership Campaign Committee of, I, 100, 101; publicity for, I, 106, 107, 152-154, 161, 162; use of flags of, I, 107; Christmas membership campaign of, in Iowa, I, 109-122; number of members in, I, 121, 122, 134-136; funds of, I, 137, 138, 139, 174, 175; finances of, I, 137-203; duties of treasurer of, I, 139, 140; bond of treasurer of, I, 140; financial report of, I, 140, 141; National War Finance Committee of, I, 141, 142; war fund of, I, 141-182; first war fund drive of, I, 142-158; sale of articles for benefit of, I, 149-152; advertising of, at Des Moines, I, 152-154; second war fund drive of, I, 158-182; opposition of, to war chests, I, 175-182; official status of, I, 177; financing local organizations of, in Iowa, I, 185-203; contribution of Iowa to, I, 202; functions of, II, 1; work of women for, II, 1-38; creation of War Council of, II, 3; purchase of supplies by, II, 6, 7; workrooms of, II, 8-11, 12, 13; failure to follow directions of, II, 14-17; letter from State director of, II, 16; production of Red Cross supplies for, II, 17-31; value of articles produced by, II, 18-25; Belgian relief work of, II, 31-33; work of, for conservation, II, 34, 35; motor corps of, II, 35-38; canteen service of, II, 39-58; home service work of, II, 59-123, 149-151; social workers employed by, II, 66, 67; work of, during influenza epidemic, II, 93, 94, 167, 168; opposition of, to establishment of sanatoriums, II, 94; lecture on, II, 104; peace time home service work of, II, 107-121; representatives of, at social workers' conference, II, 120; camp service of, II, 124-151; uniforms of officers of, II, 125, 126; status of, in camps, II, 125, 126; recreational officer of, II, 131; distribution of supplies by, II, 133; expenditures of, at Camp Dodge, II, 134; buildings of, at Camp Dodge, II, 138, 139; staff of, at Camp Dodge, II, 139; Christmas activities of, II, 139, 140; buildings of, at Fort Des Moines, II, 140, 141; work of, at Fort Des Moines, II, 141; staff of, at Fort Des Moines, II, 142; "Jazz Parade" planned by, II, 149; nursing service of, II, 152-180; representative of, on committee, II, 154; nurses furnished by, II, 158; campaign of, for nurses, II, 161-167; courses in nursing and sanitation given by, II, 169-172; town and country nursing service of, II, 176-180; assistance of Junior Red Cross in membership campaign of, II, 195; government of, since the World War, II, 203, 204; return of, to peace basis, II, 203-209; league of societies of, II, 206, 207; recognition of, by Covenant of the League of Nations, II, 234
Red Cross, American Association of the, formation of, I, 22, 23
Red Cross, American National Committee, or Society of the, for the Relief of Suffering, or-

ganization of, I, 21; purpose of, I, 21, 22
Red Cross, International, origin of, I, 1-17; work of, in Franco-Prussian War, I, 18-20; interest of, in ratification of treaty by United States, I, 23; meeting of, I, 25
Red Cross, Junior (see Junior Red Cross)
Red Cross auxiliaries (see Auxiliaries, Red Cross)
Red Cross canteens (see Canteens, Red Cross)
Red Cross Christmas membership campaign, purpose of, I, 100, 102; organization for, I, 100-109; publicity for, I, 106, 107; results of, I, 121, 122
Red Cross Christmas roll call, organization of, I, 124-127; results of, I, 134-136
Red Cross Christmas seals, origin of, I, 14; sale of, I, 59, 61
Red Cross commissioners, knitted articles sent to, II, 18
Red Cross Committee, The International, supplement to, II, 206
Red Cross house, program at, II, 148
Red Cross institutes, delegates to, II, 80, 86, 87; holding of, II, 223, 224
"Red Cross Jazz Riot", description of, I, 170-172
Red Cross Magazine, The, quotation from, I, 29; sending of, to members, I, 90, 101; money from, I, 139
Red Cross Nursing, National Committee on, appointment of, II, 153; personnel of, II, 153, 154; qualifications of nurses fixed by, II, 157
Red Cross Nursing Service, nurses enrolled in, I, 90
Red Cross Nursing Service, National Committee on, State committees appointed by, II, 154
Red Cross Parade Manual, issue of, I, 160
Red Cross State Board for Iowa, personnel of, I, 60; work of, I, 60, 61
Red Cross Sunday, I, 159, 160, 163
Red Cross Treaty, adoption of, I, 11; provisions of, I, 12, 14, 15; ratification of, by United States, I, 19-23
Red Cross War Council (see War Council, Red Cross)
Red Cross Week, proclamation of, I, 142
Red Oak, home service work at, II, 88
Redfield, corn husking at, for Red Cross, I, 195
Reed, Ralph J., service of, as director of Red Cross case work, I, 59
Refugee garments, local committee on, at Iowa City, I, 81; production of, II, 3, 8, 18, 23, 24, 27, 28, 30, 193, 196, 197, 199; value of, II, 18, 24, 196
Refugees, clothing for, II, 18, 23, 24, 27, 28, 31-33; furniture for, II, 197
Regular army, allotment of pay by, II, 59
Relief, duty of Red Cross to provide, II, 67, 68
Rest room, provision for, II, 53
Rhodes, Knights Hospitallers at, I, 2
Riceville, Red Cross auction at, I, 186, 189
Richardson, J. J., service of, on Red Cross State Board, I, 60
Ridgeway, Red Cross pigs loaded at, I, 192
Ring, sending of, II, 48
Ripley, Allen B., service of, as director of Publicity Bureau, I, 53
Ritchie, Charles J., work of, in home service department at Camp Dodge, II, 138
Rochester (New York), Red Cross organization at, I, 24
Rock Island (Illinois), home service conference at, II, 106
Rockefeller Foundation, gift of, to Red Cross, I, 143
Rockwell, Foster, canteen service in charge of, II, 46
Roll call committee (Central Division), personnel of, I, 127, 128
Roosevelt, Theodore, bill concerning Red Cross signed by, I, 28
Roosters, sale of, for Red Cross, I, 188
Rotary Club, Red Cross membership drive conducted by, I, 117, 118

Roumania, Red Cross commission to, I, 44
Rubber, sale of, for Red Cross, I, 199
Rummage sales, holding of, for Red Cross, I, 199
Rural communities, solicitation of, for Red Cross, I, 106; response of, to Red Cross roll call, I, 136; study of problems of, II, 98, 102, 103; need of home service in, II, 110, 111, 113; visiting nurses for, II, 176, 177, 179, 180
Rural schools, drive for Junior Red Cross members in, II, 189
Russell Sage Foundation, Charity Organization Department of, statistics furnished by, II, 66
Russia, famine relief in, I, 25; Red Cross commission to, I, 44
Ryan, John D., service of, for Red Cross, I, 40, 214

Sac County, Red Cross membership in, I, 135
Sailors, Red Cross supplies for, II, 18; provision for care of, II, 39; number of, served by canteens, II, 49, 50, 53; care for families of, II, 61, 62, 74-78, 128, 129; information concerning, II, 64; aid of camp service to, II, 131
St. John, Walter, purchase by, at Red Cross auction, I, 150
St. John, Knights of, work of, I, 1, 2, 17; aid promised by, I, 10; part of, in Franco-Prussian War, I, 210, 211
Salvage stations, use of, by Red Cross, I, 197-201
Salvation Army, refreshments served by, II, 148
Sanatoriums, opening of, by local Red Cross chapters, II, 94, 95
Sandwiches, serving of, to troops, II, 47, 49, 53, 54
Sanitary Commission, United States (see United States Sanitary Commission)
Sanitation, share of Red Cross in, II, 131; share of Junior Red Cross in, II, 195
Sargent, Fred, purchase by, at Red Cross auction, I, 150
Scheuerman, J. L., work of, in first war fund drive, I, 146
Schmidt, Emil, purchase by, at Red Cross auction, I, 150
School auxiliaries, local committee on, I, 80; organization of, II, 185, 186; money raised by, II, 188 (see also Auxiliaries, Red Cross)
School nurses, employment of, II, 179, 180
Schoolhouses, Red Cross workrooms in, II, 12
Schools, enrollment of, as junior auxiliaries, I, 91, 92, II, 188-191; solicitation of, for Red Cross, I, 105, 108; Red Cross membership campaign in, I, 119; part of, in work of Junior Red Cross, II, 183-186; Red Cross dues of, II, 186, 187, 191; Red Cross work of, II, 192-199; effects of Junior Red Cross on, II, 200, 201
Scott, E. M., service of, on State Executive Committee, I, 128
Scott, George E., service of, for Red Cross, I, 40, II, 204; successor to, II, 204
Scutari, care of wounded at, I, 3, 5, 208
Secretary of War, reports of Red Cross to be made to, I, 28, 140, 141; order of, concerning Red Cross, II, 39, 124, 126, 156; letter from, concerning Iowa's Red Cross work, II, 208, 209 (see also Baker, Newton D.)
Selective draft, effect of, on number of soldiers' dependents, II, 59
Seoul, Red Cross chapters in, I, 215
Serbia, Red Cross commission to, I, 44
Service, emphasis on, in Junior Red Cross, II, 199-202
Service flags, distribution of, by Red Cross, I, 107-109, 112, 126, 222, 223; sale of, for Red Cross, I, 189
Service stars, sale of, for Red Cross, I, 189
Seward, William H., statement by, on foreign relations, I, 209
Sewing, activity of Junior Red Cross in, II, 196, 197
Shaving sets, distribution of, to soldiers, II, 145
Sheets, distribution of, II, 26
Shelby County, number of Red

Cross members in, I, 99, 120, 135
Shenandoah, contribution from, to second war fund, I, 166, 167
Shepard, Mrs. Finley J., service of, on Red Cross membership committee, I, 100
Shetland pony, sale of, at Red Cross auction, I, 150
Ship, sale of, at Red Cross auction, I, 152
Shipping Board, United States, head of, I, 39
Short, Wallace M., mention of, I, 171
Shot bags, making of, by Junior Red Cross, II, 198
Shoulder shawls, making of, by Junior Red Cross, II, 198
Shriners, gift of, to Red Cross, I, 196
Sicily, earthquake at, I, 2
Sick, care of, by canteen workers, II, 41, 48, 49, 50, 52; visits to, II, 132
Silver City, donation from, to Red Cross, I, 157
Simmons, G. W., service of, in Des Moines Red Cross membership campaign, I, 94
Sioux City, Red Cross auxiliaries in, I, 86; Red Cross membership drive in, I, 113-115, 132; Red Cross meeting at, I, 145; second war fund drive in, I, 168-172; amount raised in, I, 169, 196; fines given to Red Cross by, I, 170; Jazz Riot at, I, 170-172; sale of Red Cross livestock at, I, 190; potatoes raised at, for Red Cross, I, 195; Red Cross salvage station in, I, 197-201; Red Cross workroom at, II, 13; work of Red Cross chapter at, II, 28; work of negro women of, for Red Cross, II, 29; work of canteen at, II, 54, 218; work of home service section in, II, 92; home service course at, II, 103, 104; committee at, on nursing service, II, 155
Sioux City, Organized Welfare Bureau, secretary of, II, 104
Sioux City Shriners, gift of, to Red Cross, I, 196
Sioux County, production of Red Cross supplies in, II, 27; contribution from, to Belgian relief, II, 33; work of canteen in, II, 58
Sisters, allowances for, II, 219
Skinner, Merle, tour of, for Red Cross, I, 164
Slogans, use of, by Red Cross, I, 126
Small, Frederick P., service of, as director of Bureau of Standards, I, 214, 215
Smith, Bruce D., service of, as manager of Central Division, I, 50; address by, at Red Cross meeting, I, 59
Snyder, Samuel, service of, on Red Cross State Board, I, 60
Soap, distribution of, to soldiers, II, 141, 145
Social work, relation of home service to, II, 107-116; influence of home service on, II, 116-121; value of training for, II, 117
Social workers, assistance of, to home service, II, 65-67, 85-88; lack of, II, 99; relation of Red Cross home service with, II, 112-114
Social Workers, National Conference of, coöperation of, with Red Cross, II, 67, 120
Socks, inspection of, II, 15; number of, II, 21, 28, 30, 199; distribution of, II, 26, 124, 132, 133, 141; value of, II, 133; making of, by Junior Red Cross, II, 199
Soldiers, care of, in Civil War, I, 12-16; giving of Red Cross supplies to, II, 17, 18; provision for care of, II, 39-45, 125, 142-144; number of, served by canteens, II, 49, 50, 53; allotment of pay by, II, 59; care for dependents of, II, 60, 61, 62, 72-78, 128, 129, 134-137; information concerning, II, 64, 135, 141; records of, II, 131; aid of camp service to, II, 131; loans to, II, 132, 133, 141, 143; Christmas gifts for, II, 140, 148; information given to, II, 141, 144, 145; entertainments for, II, 146-148; letters to, II, 194, 195; supplies for, made by Junior Red Cross, II, 196, 197
Soldiers' and sailors' insurance law, provisions of, II, 61

Soldiers' Orphans' Home (Davenport), Junior Red Cross auxiliary at, II, 188
Solferino, care of wounded after battle at, I, 7-10
Solferino, Un Souvenir de, I, 10
Spalding, Vaughan, service of, as director of Bureau of Military Relief, I, 51
Spanish-American War, Red Cross relief in, I, 26, 98
Speakers' Bureau, Red Cross, head of, I, 128; service of, in second war fund drive, I, 162, 163
Special relief funds, Red Cross, I, 137, 138, 139
Sprague, A. H., 2d., selection of, as manager of Central Division, I, 49
Stadden, George B., service of, on roll call committee, I, 127; comment by, concerning war chests, I, 177, 178
Stamps, soldiers provided with, II, 49, 127, 132
Standards, Bureau of, organization of, I, 43; work of, I, 43; director of, I, 214, 215
State Board for Iowa, Red Cross, personnel of, I, 60; work of, I, 60, 61
State Council of National Defense, plan endorsed by, I, 165
State employees, solicitation of, for Red Cross, I, 104
State Executive Committee, Iowa, personnel of, I, 128
State fair, serving of meals at, I, 195
State institutions, Red Cross work in, II, 29
State University of Iowa, Extension Division, work of, for home service chapter courses, II, 103, 105, 106, 172
States, committees of, on nursing service, II, 154; assignment of quotas to, in campaign for nurses, II, 162, 166, 167
Stationery, furnishing of, to soldiers, II, 40, 47, 49, 127, 132
Stevens, Frederick W., service of, as Michigan State director of the Red Cross, I, 78
Steward, Charles A., service of, as director of Bureau of Military Relief, I, 51
Steward, J. R., service of, as field director of Red Cross, II, 139
Stillman, C. C., presence of, at conference, II, 106
Storm Lake, Red Cross auction at, I, 188; registration of nurses at, II, 174
Storms, relief work after, II, 121, 122
Storerooms, Red Cross workrooms in, II, 12
Story County, success of first war fund drive in, I, 156; chickens donated to Red Cross in, I, 190, 191
Stout, J. E., service of, as director of Junior Red Cross, II, 185
Studebaker, John Ward, comment by, on Junior Red Cross, II, 182, 199, 200; service of, as director of Junior Red Cross, II, 184
Student nurses, enrollment of, II, 165, 166
Students' Army Training Corps, Red Cross supplies sent to, II, 26; camp service for, II, 133
Sugar Division of Food Administration, fines levied by, I, 197
Sunny, Bernard E., service of, as director of second war fund drive, I, 162
Suppers, furnishing of, to troops, II, 53, 56, 57
Supplies, local committee on, I, 80, 81; disposal of, from branches, I, 83, 84, 87, 88, 89; production of, in the United States, II, 1, 3, 17-19; bureau in charge of, II, 3, 4; inspection of, II, 4, 11, 12, 15, 19, 20, 26; demand for, II, 7; shipment of, II, 7, 8; production of, in Central Division, II, 19-22; production of, in Iowa, II, 22-31; transportation of, II, 35, 36; production of, by Junior Red Cross, II, 192-199; end of production of, II, 205
Supplies, Bureau of, work of, I, 52, II, 19, 20
Supplies and Transportation, Bureau of, director of, I, 215
Supply, department of, at Fort Des Moines, II, 142
Supply Service, Bureau of, creation of, II, 3; purpose of, II, 3
Surgeons, provision for, II, 43, 44
Surgical dressings, committee on,

I, 80, 81, II, 4; production of, II, 1, 3, 8, 9, 10, 16-20, 23, 24, 27-30, 193, 196-199; director in charge of, II, 11; classes for, II, 16; value of, II, 18, 24
"Surgical Dressings Unit", organization of, I, 70
Surgical supplies, distribution of, to soldiers, II, 141
Survey, The, quotation from, concerning Red Cross, I, 35, 36, II, 75, 76
Surgeon General of the Army, request of, for nurses, II, 152, 158, 161, 166; service of, on committee, II, 153; nurses under command of, II, 157; nursing survey asked by, II, 172 (see also Gorgas, William C.)
Surgeon General of the Navy, service of, on committee, II, 153; nurses under command of, II, 157; request of, for nurses, II, 161 (see also Braisted, William C.)
Sustaining membership, requirements for, I, 90
Swaddling blankets, making of, by Junior Red Cross, II, 198
Swea City, production of Red Cross supplies in, II, 27
Sweaters, standardization of, II, 5; number of, furnished by Central Division, II, 20, 21; distribution of, II, 26, 124, 132, 133, 141, 145; number of, II, 31; value of, II, 133; need of, for soldiers, II, 139
Switzerland, Federal Council of, Red Cross conference called by, I, 11
Syracuse (New York), Red Cross organization at, I, 24
Syria, donations for relief in, I, 203; Red Cross chapters in, I, 215

Tables, making of, by Junior Red Cross, II, 197, 199
Tables of Red Cross activities, II, 24, 25, 169, 175, 190, 191
Taborets, making of, by Junior Red Cross, II, 197
Taft, Ina M., service of, as director of Woman's Bureau, I, 53
Taft, William Howard, service of, to Red Cross, I, 28, 29, 30, 39; Red Cross speech by, I, 142; election of, as vice president of the American Red Cross, II, 204
Tag days, objections of Red Cross to, I, 184
Talcum powder, distribution of, to soldiers, II, 145
Tama, Red Cross auction at, I, 186, 187; work of Red Cross chapter at, II, 27; Red Cross canteen at, II, 218
Tama County, Red Cross membership in, I, 135
Teachers, coöperation of, with Junior Red Cross, II, 183, 184; opinions of, concerning Junior Red Cross, II, 201, 202
Telegrams, sending of, for troops, II, 47, 132, 143, 145
Telephone calls, sending of, II, 143, 145
Theatre parties, giving of, at Fort Des Moines, II, 147
Thrift, emphasis on, in Junior Red Cross, II, 200, 201
Ticket-selling, objections of Red Cross to, I, 184
Tin, collection of, II, 34
"Tiny B" (pony), sale of, at Red Cross auction, I, 150
Tipton, contributions from, to second war fund, I, 173
Tobacco, furnishing of, to soldiers, II, 40, 42, 45, 47, 49, 127, 145
Toledo, Red Cross membership record of, I, 130
Tomatoes, distribution of, to troops, II, 54, 55
Tooth brushes, distribution of, to soldiers, II, 141, 145
Tooth paste, distribution of, to soldiers, II, 145
Towels, distribution of, II, 26, 47; making of, by Junior Red Cross, II, 199
Town and Country Nursing Service, work of, II, 176-180
Towne, O. B., Red Cross speech by, I, 147; Kepford congratulated by, I, 156
Towns, rivalries between, I, 72-77; visiting nurses for, II, 176, 177, 179
Townsend, L. J., talks by, at home service course, II, 105
Traders' Exchange, beeves donated by, I, 169
Traer, Red Cross auction at, I, 187

Training School for Girls (Mitchellville), Junior Red Cross auxiliary at, II, 188
Trains, canteen workers at, II, 42, 43, 45
Transportation and Supply Service, Bureau of, organization of, I, 42, II, 3; work of, I, 44, II, 4
Travers, Mrs. Frank C., work of, in first war fund drive, I, 146
Trench candles, making of, by Junior Red Cross, II, 198
Troop trains, meeting of, by canteen workers, II, 42, 43, 45
Troops, provision for care of, II, 39-45; number of, aided by canteen service, II, 46, 49, 50, 52-55
Tuberculosis, campaign against, I, 61; provision for care of, II, 65; care of soldiers with, II, 80
Turkey, sale of, for Red Cross, I, 188

Union County, Red Cross membership in, I, 136
United States, ratification of Geneva Treaty by, I, 19-23; Red Cross divisions in, I, 45; number of Red Cross chapters in, I, 48, 49; Red Cross members in, I, 92, 93, 121; success of second war fund drive in, I, 162; attitude of, toward congress at Geneva, I, 209; production of Red Cross supplies in, II, 17-19; soldiers to be fed by, II, 51; districts of, for family relief, II, 68; number of Junior Red Cross members in, II, 190; membership of, in League of Red Cross Societies, II, 206, 207
United States Public Health Service, surgeon general of, II, 153; nurses assigned to, II, 168; coöperation of, with Red Cross, II, 168
United States Sanitary Commission, organization of, I, 12; work of, I, 12-17; donation to, I, 156
United States Shipping Board, head of, I, 39
United States Steel Corporation, gift of, to Red Cross, I, 143
University Church (Des Moines), Red Cross meeting at, I, 146, 147; refreshments furnished by, II, 148, 149

Vail, Theodore N., service of, on Red Cross membership committee, I, 100
Van Dyke, Henry, service of, on Red Cross membership committee, I, 100
Vassar College, president of, II, 184
Vicksburg (Mississippi), Red Cross organization at, I, 24
Victory buttons, distribution of, II, 65
Villisca, home service work at, II, 87, 88
Vinton, second war fund drive in, I, 165
Visiting nurses, need of, II, 176; qualifications of, II, 176, 177, 178; support of, II, 177; supervision of, II, 177, 178; number of, II, 178-180
Vladivostok (Siberia), Red Cross supplies sent to, II, 26
Vocational rehabilitation, provision for, II, 65

Wacker, Charles H., address by, at Des Moines, I, 94
Wadsworth, Eliot, service of, to Red Cross, I, 30, 39; service of, on War Council, I, 214; service of, on Executive Committee, II, 204
Waitresses, provision for, during influenza epidemic, II, 94
Wallace, John P., Des Moines Red Cross membership campaign directed by, I, 94-96; service of, as chairman of Iowa membership committee, I, 109; service of, as chairman of Red Cross roll call, I, 130; Red Cross meeting in charge of, I, 147; purchase by, at Red Cross auction, I, 151; second war fund drive in charge of, I, 163; reports to, I, 173; objections of, to use of war chest, I, 180, 181; service flag plan developed by, I, 222
Waller, F. C., service of, as director of Bureau of Accounting, I, 53
Wapello County, Red Cross branches in, I, 86; work of

home service section in, II, 92; work of Red Cross in, during influenza epidemic, II, 93; enrollment of nurses in, II, 165
War Camp Community Service, administration of, II, 121
War chests, plan of, I, 175, 176; use of, in Red Cross drives, I, 175-182; objections to, 176-182; failure of, in Illinois, I, 178, 179
War club, Red Cross dues paid by, I, 134
War Council, Red Cross, appointment of, I, 37-40, 92, 137, 141, II, 3; personnel of, I, 39, 40, II, 119; chairman of, II, 119; Junior Red Cross approved by, II, 181; dropping of, II, 203
War Department, United States, headquarters for Red Cross supplied by, I, 212
War Finance Committee, National, creation of, I, 141
War Fund, Red Cross, creation of, I, 141, 142; first drive for, I, 142-158; second drive for, I, 158-182; disposition of, I, 174, 175; insufficiency of, I, 183; contribution from, to canteen service, II, 45
War Industries Board, agreement of, with Red Cross, II, 7, 34, 35
War risk insurance, information concerning, II, 64, 65; study of, II, 97
War Service Board of Buena Vista County, work of, for Red Cross, I, 165
War Service League of Marshall County, work of, in Christmas roll call, I, 131, 132
War Service League of Muscatine, work of, in Christmas roll call, I, 133
War Union of Henry County, Red Cross aided by, I, 165
Ware, Charles, service of, as director of Bureau of Supplies, I, 52
Warehouses, number of, II, 131, 132
Warehousing and shipping, committee on, I, 80, II, 4
Wash cloths, giving of, to soldiers, II, 145; making of, by Junior Red Cross, II, 198
Washington, Red Cross canteen in, II, 45, 218; director of family relief at, II, 68
Washington (D. C.), Red Cross conference at, I, 100; Red Cross bureaus at, II, 4
Washington County, number of Red Cross members in, I, 99; work of home service section in, II, 92
Washington Union Station, Red Cross canteen in, II, 45
Waterloo, Red Cross auxiliaries in, I, 86; Red Cross membership in, I, 116, 136; second Christmas roll call at, I, 131; Red Cross meeting at, I, 145; donation of money at, for Red Cross, I, 195; work of women's motor corps at, II, 37; work of canteen at, II, 53, 218; work of home service section in, II, 92; home service course at, II, 103, 106, 107; enrollment of nurses in, II, 165
Watterson, Henry, service of, on Red Cross membership committee, I, 100
Waukon, registration of nurses at, II, 174
Wayne County, contributions from, to second war fund, I, 173
Weaver, James B., service of, as State director of Red Cross, I, 54, 55, 63, 64, 65, 68; service of, on Red Cross State Board, I, 60; policy of, in organizing Red Cross chapters, I, 72; Red Cross membership campaign in charge of, I, 116; work of, in first war fund drive, I, 144, 145; Red Cross speech by, I, 147
Webster City, second Christmas roll call in, I, 132; Red Cross canteen at, II, 218
Webster County, organization of Red Cross chapter in, I, 62; Red Cross branches in, I, 86; Red Cross members in, I, 113, 129, 136; second Christmas roll call in, I, 133; Patriot's Fund of, I, 133; use of war chest plan in, I, 179; Red Cross workrooms in, II, 13; Junior Red Cross membership in, II, 190
Welch, F. A., service of, as director of Junior Red Cross, II, 185, 187, 189

Wesley, donation of, to Red Cross, I, 157
West Liberty, Red Cross auction at, I, 186, 189
Western League baseball park, athletic meet at, II, 146
Western Newspaper Union, Red Cross advertising distributed by, I, 161
Western Union, delay of messages on, II, 130
Wheel chair race, II, 146
White, M. M., service of, on State Executive Committee, I, 128
Wiggins, Lewis N., service of, as associate manager of Central Division, I, 50; service of, as director of Bureau of Development, I, 50; service of, as campaign manager for Central Division, I, 109; service of, in second war fund drive, I, 162
Williams, B. F., work of, in first war fund drive, I, 146
Williams, John Skelton, election of, as treasurer of the American Red Cross, II, 204
Wilson, Emma C., service of, as field secretary, II, 165; courses in charge of, II, 172
Wilson, Mrs. William E., record of, in Red Cross work, II, 29, 30
Wilson, Woodrow, office of, in Red Cross, I, 28, II, 204; address of, at dedication of Red Cross building, I, 32; appointment of Red Cross War Council by, I, 37-40; proclamations of, concerning Red Cross, I, 111, 124, 125, 142, 146, 160, 161; Red Cross War Council appointed by, I, 141; turkey presented to, I, 188; presidential suite turned over to Red Cross by, II, 45; Junior Red Cross endorsed by, II, 182, 183, 184; head of Red Cross appointed by, II, 203
Windsor, Mrs. Helen Howell, appointment of, as director of Bureau of Woman's Work for Iowa, II, 11; appointment of, as associate director of the Bureau of Development, II, 11
Winnebago County, Red Cross auction in, I, 186, 187
Winneshiek County, organization of Red Cross chapter in, I, 82; Red Cross pig club in, I, 191-194; Junior Red Cross organized in, II, 188
"Winneshiek County, Iowa, Hog Special", description of, I, 193
Wisconsin, inclusion of, in Central Division, I, 49, 215; number of Red Cross chapters in, I, 64; number of Red Cross members in, I, 121; use of Red Cross service flags in, I, 223; students from, in home service institute, II, 102; nurses enrolled from, II, 161, 166, 167, 175; part of, in nurses' parade, II, 164; Junior Red Cross members in, II, 189, 190, 191; number of junior auxiliaries in, II, 190; financial statistics of Junior Red Cross in, II, 191
Wives, allowance to, II, 219
Woman's Bureau (Central Division), work of, I, 52, 53
Woman's Bureau (National), establishment of, II, 3; work of, II, 3, 4
Woman's Work, Bureau of, organization of, I, 43; work of, I, 44
Woman's Work for Iowa, Bureau of, director of, II, 11
Women, instruction for, I, 80; work of, for Red Cross, I, 108, 116, 195, II, 1-38; organization of, for Red Cross work, II, 2-8, 11, 12; number of, in Red Cross work, II, 5, 18, 27; workrooms of, II, 8-11; dress of, in workrooms, II, 9, 10; production of Red Cross supplies by, II, 17-31; value of articles produced by, II, 18, 19, 21-25; work of, in canteens, II, 44, 45
Women's Clubs, City Federation of (Des Moines), work of, in first war fund drive, I, 146
Women's Council of National Defense, membership canvass by, I, 130, 131; work of, for Belgian relief, II, 33
Women's Volunteer Motor Corps, organization of, II, 35, 36; work of, II, 37, 38 (see also Motor Corps)
Woodbury County, Red Cross branches in, I, 86; Red Cross auxiliaries in, I, 86; donation from, to first war fund, I, 157; second war fund drive in, I, 168-172; Red Cross salvage sta-

tion in, I, 197-201; Red Cross workroom in courthouse of, II, 13; work of Red Cross chapter of, II, 28; work of home service section in, II, 92
Woodward, Red Cross auction at, I, 187
Workrooms, Red Cross, description of, II, 8-13; directors of, II, 9, 10, 11
World War, enrollment of nurses for, II, 160-169
Worth, Harry, work of, as field director at Fort Des Moines, II, 140; resignation of, as director, II, 227
Worth County, Red Cross membership in, I, 136
Wounded, care of, by canteens, II, 49, 50, 52; assistance of home service to, II, 64
Wright County, Red Cross membership in, I, 136
Wristlets, number of, II, 21, 31; distribution of, to soldiers, II, 133; value of, II, 133

Young, Lafayette, service of, on Red Cross State Board, I, 60
Young Men's Christian Association, raising of funds for, I, 114, 119, 165; packages distributed at building of, II, 134; ice cream served by, II, 148

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